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Civil Service Commission
city and county of san francisco

annual report
fiscal year 1995-96

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Civil Service Commission
city and county of san francisco
fiscal year 1995-96
annual report

Civil Service Commission

Karen Clopton, President

Adrienne Pon, Vice President

George Kosturos, Commissioner

A. Lee Munson, Commissioner

Juan Rios, Commissioner

Commission Staff

Albert C. Walker, Executive Officer

Michael Casey, Coordinator, Employee Relations Ordinance Administration

Sandra L. Favale, Sr. Executive Secretary/Admin. Coordinator

Lizzette Henriquez, Sr. Clerk Typist

Rhonda Parker, Appeals Clerk

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City and County of San Francisco

Civil Service Commission

The Honorable Willie Brown
Mayor of the City and County of San Francisco
Veterans Building, 401 Van Ness Avenue, Room 336
San Francisco, CA 94102

Dear Mayor Brown:

It is with great pride and pleasure that I transmit the Civil Service Commission's Fiscal Year 1995-96 Annual Report. This Annual Report commemorates the Commission's 96th continuous year of service to the citizens of San Francisco by managing the Charter-mandated civil service merit system for public employment in the City and County of San Francisco. This Report reflects the overall commitment and focus of the Civil Service Commission in providing fair and equitable employment opportunities for all prospective and current employees of the City and County of San Francisco.

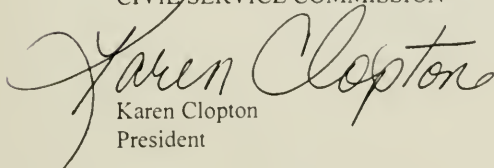
The Civil Service Commission is proud of its accomplishments during Fiscal Year 1995-1996. This year, the Civil Service Commission successfully spearheaded several significant changes, including the streamlining of the City and County's personal services contracting process, which resulted in promoting efficiency and effectiveness in this aspect of City and County government.

This Annual Report also documents the Civil Service Commission's second full year of operation since Proposition L was approved by the voters in November 1993. This Proposition separated the Civil Service Commission from the remainder of the former administrative agency which became the new Department of Human Resources. The creation of the Department of Human Resources essentially relieved the Civil Service Commission of its day-to-day responsibility over administrative functions. The Commission, therefore, has been enabled to focus on its new policy-making and appellate authority to oversee, regulate, and serve as final arbiter of the City and County of San Francisco civil service merit system.

This was a year of change, challenges, and certainly many accomplishments. On behalf of the members of the Civil Service Commission and our staff, I am pleased to forward the Fiscal Year 1995-96 Annual Report.

Respectfully,

CIVIL SERVICE COMMISSION


Karen Clopton
President

City and County of San Francisco

Civil Service Commission

Mission Statement

To establish, ensure, and maintain an equitable and credible merit system for public service for the citizens of San Francisco. As such, the Commission Vision is that the San Francisco Civil Service Commission sets the new national standard for excellence in personnel management through an effective, fair, and modern system that recognizes and builds on the diversity, skills, and dedication of public employees, and consistently provides the best-qualified candidates for public service in a timely and cost effective manner.

The Commission Members

Membership

The Civil Service Commission is composed of five (5) members, each appointed to serve a six-year term. Commissioners presently serving on the Commission are:

Karen Clopton President, appointed October 1993 by Mayor Frank Jordan.

Commissioner Karen Clopton is an attorney in private practice. Ms. Clopton specializes in labor and employment law and is a graduate of Vassar College (cum laude) and the Antioch School of Law. She was formerly with the National Labor Relations Board in its Washington, D.C., Oakland, and San Francisco offices. Ms. Clopton is President of the Board of Directors for the Bayview Hunters Point Foundation for Community Development. Elected to a one-year term as Commission Vice President 1994-95.

Adrienne Pon Vice President, appointed September 1994 by Mayor Frank Jordan.

Commissioner Adrienne Pon is an executive with Pacific Bell and is a graduate of San Francisco State University and has a Master's Degree in Public Relations and Public Affairs from Golden Gate University. Ms. Pon is the National Chair, Asian American/Pacific Islanders in Philanthropy, Board Director and former Secretary of Leadership California, member, Corporate Task Force, Kimochi, Inc., and an advisor/writer for Perspectives - a publication of Asians for Corporate and Community Action. Ms. Pon has also been an Editor-at-Large and Advisory Board Member for Patriots Magazine and President and fundraising chair for the Association of Children's Rights and Services Wu Yee.

George Kosturos Appointed October 1993 by Mayor Frank Jordan.

Commissioner George Kosturos, a native San Franciscan, is a retired Public Accountant who previously headed his own accounting firm for 45 years. He graduated from Mission Dolores Grammar School and Sacred Heart High School.

He received his Bachelors of Science degree in Accounting from the University of California at Berkeley, and is a life member, University of California Alumni Association. He was on the track team at Sacred Heart High School and the University of California at Berkeley and is a two term past president of the Society of California Accountants, San Francisco Chapter. Mr. Kosturos has been an active participant in political campaigns since 1945, including former Mayors George Christopher, Dianne Feinstein, Frank Jordan, the late City Attorney George Agnost, President Dwight Eisenhower, President Richard Nixon, and many others. Mr. and Mrs. Kosturos, the former Dolores Kallas, recently celebrated their 51st wedding anniversary. They are blessed with two living children, four grandchildren, and one great granddaughter.

A. Lee Munson

Appointed March 1984 by Mayor Dianne Feinstein; reappointed October 1987 by Mayor Dianne Feinstein, reappointed October 1993 by Mayor Frank Jordan.

Commissioner A. Lee Munson is the President of his own management consulting firm which specializes in financial management and revitalizing under-performing organizations. He has extensive consulting experience in the public sector, including co-chair of the Task Force on Long Term Cost and Revenue Trends in San Francisco, a study by the Mayor's Fiscal Advisory Committee from 1990-1992. In November 1991, he sponsored Propositions C, D, and E which led to significant Civil Service Charter reform and also campaigned actively for Proposition B, which gave collective bargaining to the City's 16,000 miscellaneous employees. For ten years, Mr. Munson served as Vice President and Corporate Treasurer at Crown Zellerbach Corporation, a Fortune 150 multinational forest products company. Earlier, he held the same position with Fairchild Camera & Instrument Corp., a multinational manufacturer of semiconductors and electronic systems. Mr. Munson received a Bachelor of Arts degree from Amherst College and a Masters of Business Administration with Distinction from Harvard Business School. Commissioner Munson served twice as Commission Vice President in 1986-87 and 1989-90, and served two terms as Commission President in 1987-88 and 1990-91.

Juan Rios

Appointed July 1991 by Mayor Art Agnos.

Commissioner Juan Rios is the Senior Human Resources Director for Industrial and International sectors of Raychem, a Fortune 500 global corporation. He has extensive experience in labor relations as the Director, Labor Management Relations Department, Oakland Schools and Director, Employee and Labor Relations, Office of Personnel Management. He has taught Graduate and Undergraduate courses and is a certified trainer in various subjects, including cultural awareness, interpersonal diversity, managing personal growth, negotiating labor agreements, resolving employee disputes, and Title VII of the Civil Rights Act of 1964. He is a member of the Labor Arbitration Panel of the American Arbitration Association and a former President of the Civil Service Commission (1994-95).

Highlights of Fiscal Year 1995-96

- ✓ Following an intensive recruitment effort, the Commission nominated Ms. Andrea Gouridine as the new Human Resources Director for the City and County of San Francisco in accordance with Charter Section 10.103
- ✓ Reorganized, recodified, reformatted, and republished the Civil Service Commission Rules. This was the first major overhaul of the Civil Service Commission Rules since 1971. Briefing sessions were held to familiarize departmental personnel with the 1996 Civil Service Commission Rules.
- ✓ Amended Civil Service Commission Rule 3 - Equal Employment Opportunity, to reflect changes resulting from the 1996 Charter and to eliminate detail. This change separates equal employment opportunity policies from the discrimination complaint procedures of former Rule 3 and leaves the policies in the Rule. In addition, it directs the Human Resources Director to promulgate procedures to carry out equal employment opportunity policies and discrimination complaints.
- ✓ Promulgated seven Rules changes which contributed to the Civil Service Commission's goal of overhauling the Civil Service Commission Rules by eliminating redundancy and obsolescence, protecting the civil service merit system, and controlling costs which result from practices which may not be conducive to the efficient operation of City and County departments.
- ✓ Adopted and implemented procedures which streamlined the Civil Service Commission approval process for personal services contracts by creating an approval option that is coordinated with the City and County's annual budgetary process and by eliminating certain bureaucratic hurdles management was previously required to undertake.
- ✓ Continued emphasis on one of its priorities, a policy to reduce the number of classes in the City and County of San Francisco to less than 1,000. Accordingly, in Fiscal Year 1995-96, the Class Consolidation Project has reduced the number of classes from 1,536 to 1,478, a net reduction of 58 classes.
- ✓ Spearheaded a citywide classification study in an effort to streamline the City and County's Classification Plan with the goal of containing personnel costs and to establish a modern classification system.
- ✓ Concluded successful negotiations with the Service Employees International Union (SEIU) on issues involving the jurisdiction of the Civil Service Commission contained in the SEIU arbitration award.
- ✓ Resolved 14 Unfair Labor Practice Charges involving multiple City and County of San Francisco departments and employee organizations.
- ✓ Conducted a major labor relations proceeding which focused on classes contained within Bargaining Unit Assignment complaint filed by the International Federation of Professional and Technical Engineers, Local 21. Three weeks of Administrative Law Judge hearings transpired and the Judge's decision is pending.

The Civil Service Commission: Then and Now

January 5, 1900: Civil Service Comes to San Francisco

The San Francisco Civil Service Commission was established in 1900, simultaneously with the establishment of the merit system for the City and County of San Francisco. This makes the Civil Service Commission one of the oldest in the country, pre-dated only by just a few years by Chicago, New York, and a few other Eastern municipalities. However, San Francisco has the oldest civil service system West of the Mississippi!

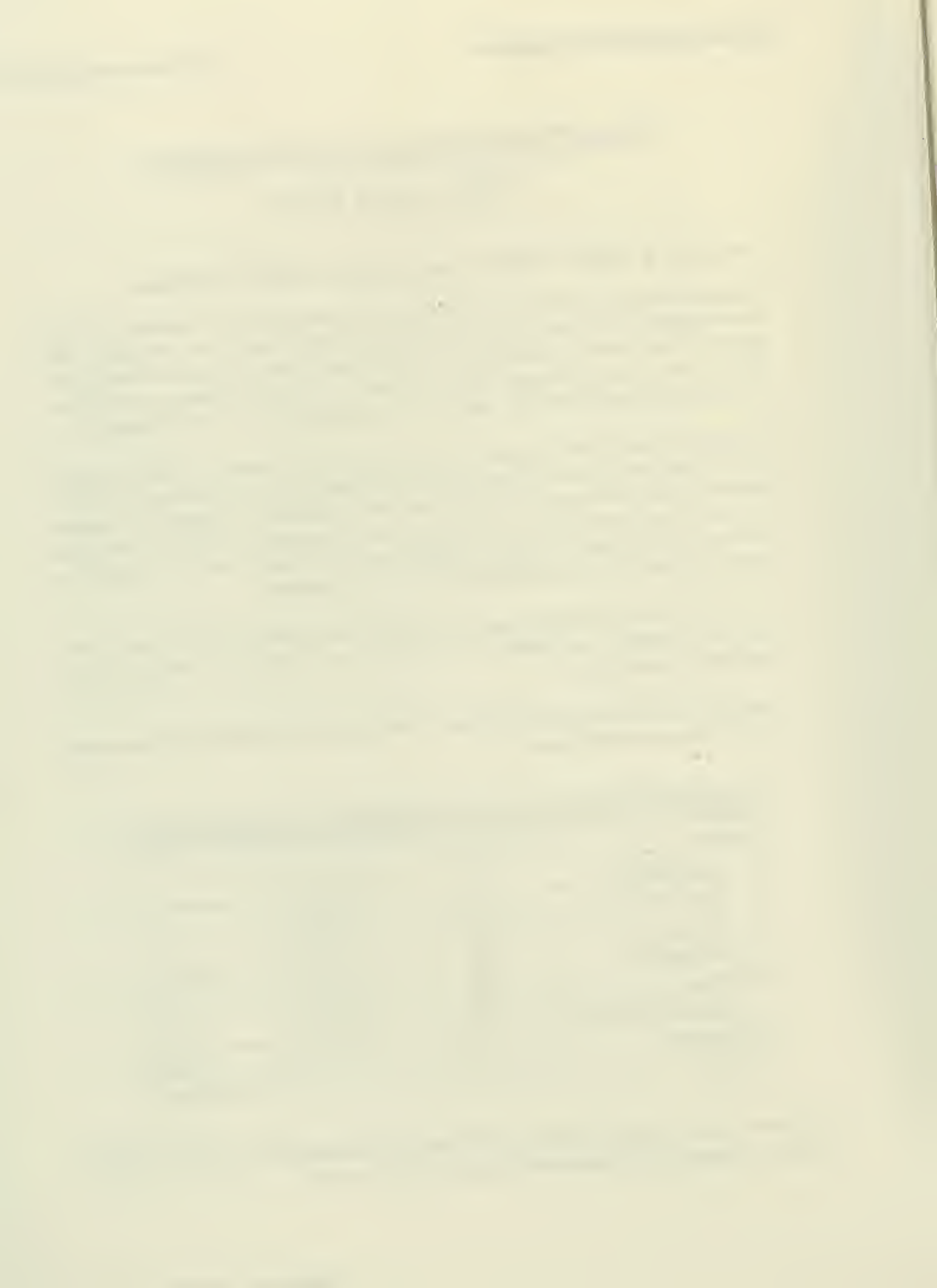
The first members of the Commission, which up until 1975 consisted of three members were P.H. McCarthy, John E. Quinn, and Richard Freud, who were appointed by Mayor James D. Phelan on December 30, 1899. The Commission formally organized on January 5, 1900, with the election of Richard Freud as president. The first competitive examination was held on January 8, 1900, and as a result, Edward F. Moran was appointed "Chief Examiner and Secretary" of the Commission.

The offices of the Commission opened to the public at noon, January 8, 1900, and by 5:00 p.m., 621 Laborers applications were received and hundreds of applications for examinations were issued.

The budget for that first fiscal year (January 5, 1900 to June 30, 1900) of operation totaled \$4,839.67 and is detailed below:

Expense	Amount	Total
Salaries		
Commissioners	\$ 1,800.00	
Chief Examiner	1,200.00	
Clerk	600.00	
Stenographer	375.00	3,975.00
Stationery	1,021.92	
Value of stock on hand	350.00	671.92
Miscellaneous	\$ 192.15	192.15
TOTAL		\$ 4,839.67

It is interesting to note that the salary of Civil Service Commissioners in 1900 was \$100 per month. In 96 years, the Commissioners have yet to get a raise!



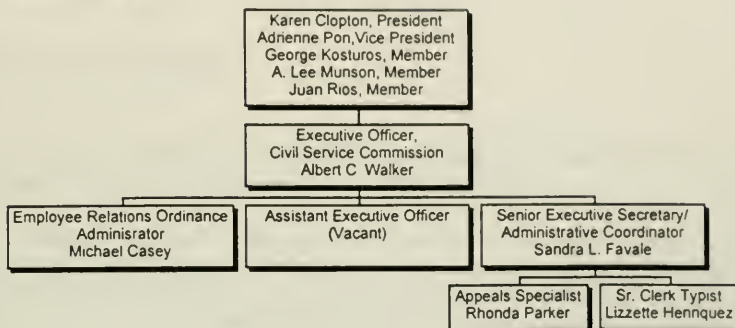
Responsibility

After 93 years as a separate entity, Proposition L (11/93) bifurcated the Commission and a small cadre of support staff from the remainder of the former administrative agency which became the new Department of Human Resources. The Department of Human Resources was charged with the administrative functions, such as position classification, examinations, certification of eligibles, etc. The Civil Service Commission, relieved of its direct responsibility over these administrative functions, became an appeals and policy-making board to oversee, regulate, and serve as final arbiter of the City and County of San Francisco civil service merit system by:

1. Promulgating Rules, policies, and procedures to establish the framework for the operation of the City and County personnel system. As such, the Commission approves Rules and procedures governing Equal Employment Opportunity and Affirmative Action, applications, examinations, eligibility, duration of eligible lists, appointments, promotions, transfers, resignations, and related personnel matters;
2. Considering of appeals of administrative actions, including discrimination complaints, and rendering final and binding decisions;
3. Investigating and resolving charges of unfair labor practices, and complaints of discrimination, sexual harassment, and otherwise prohibited nepotism and favoritism.
4. Instituting legal proceedings, if necessary, to abate violations of the Civil Service merit system provisions of the City and County Charter and Commission regulations.
5. Directing the Human Resources Director to take such action as the Commission believes necessary to carry out the civil service merit system provisions of the Charter.

The Civil Service Commission, after almost a century operating within a specific framework and now relieved of the majority of its administrative responsibilities, has enthusiastically begun the arduous process of redefining its role and concentrating on its Charter functions. Essentially, the Commission has begun to focus on formulating policy and creating the structure for the personnel system of the City and County. This is evident through several examples discussed throughout this Annual Report.

Organization Chart



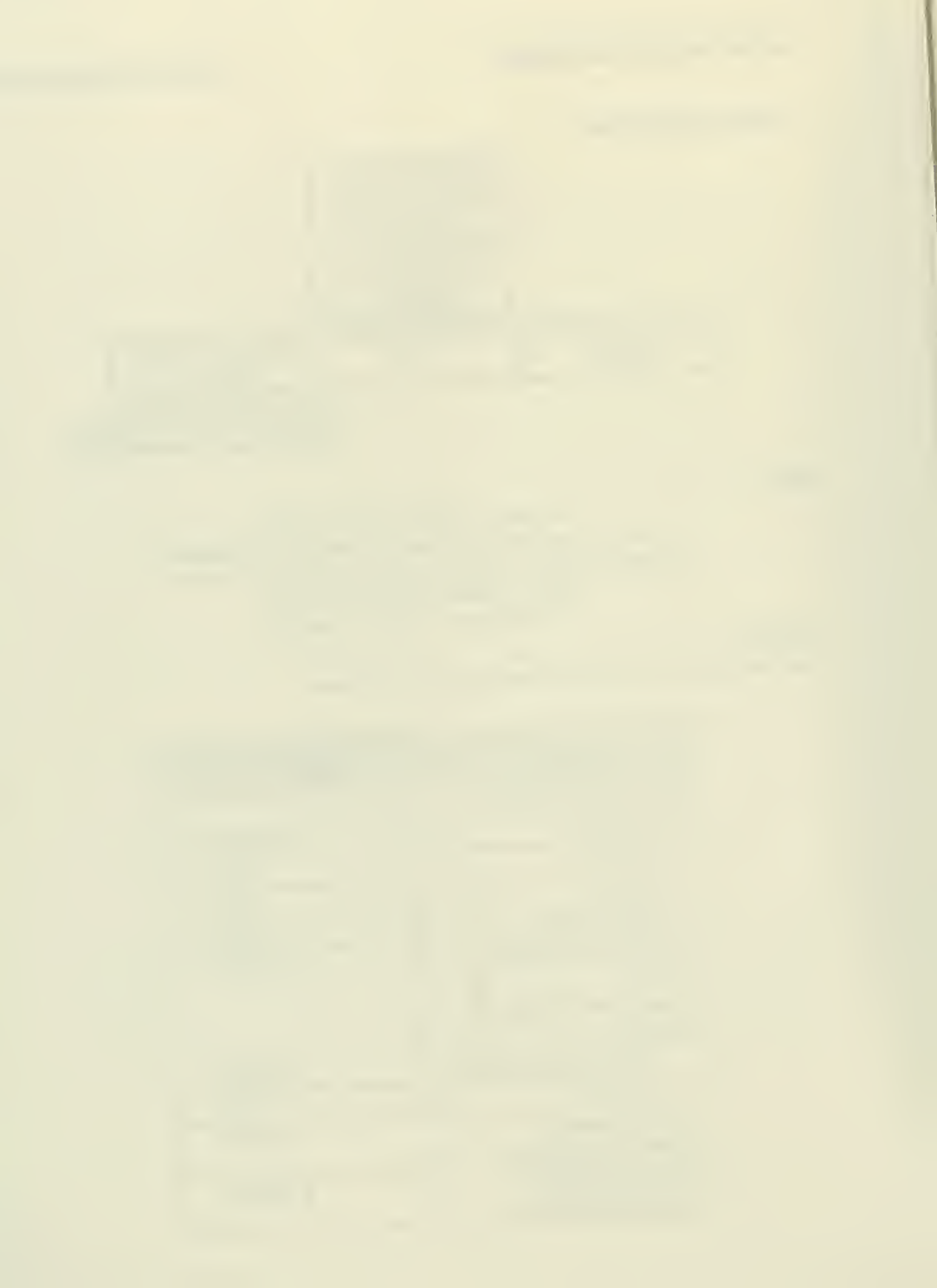
Staff

Albert C. Walker, Executive Officer
 Michael Casey, Employee Relations Ordinance Administrator
 Sandra L. Favale, Sr. Executive Secretary/Admin. Coordinator
 Lizzette Henriquez, Senior Clerk Typist
 Rhonda Parker, Appeals Specialist

Budget

The Fiscal Year 1995-96 budget appropriation was as follows:

ACCOUNT	ADOPTED BUDGET
Salary & Fringe Benefits	
Permanent	\$ 332,426
Temporary	3,000
Premium	2,000
Fringe Benefits	73,616
Total Salary & Fringe Benefits	\$ 411,042
Service and Professional Services	
Professional Services	\$ 74,900
Training	500
Total Services and Professional Services	\$ 75,400
TOTAL BUDGET APPROPRIATION	\$ 486,442



Commission Meetings

The Civil Service Commission held a total of 38 meetings during Fiscal Year 1995-96. Of the 38 meetings, 18 were regular and 20 were special meetings.

The Commission meets to review requests for hearing of employee separations from service, classification appeals, certain compensation appeals, appeals of the Human Resources Director's decisions on certain administrative matters, examination appeals, and proposed Civil Service Commission Rule changes, and proposed Charter amendments. The Commission also certifies the rates of pay for Police Officers, Firefighters, Registered Nurses and Transit Operators. In addition, the Commission sets the salary and benefits of all elected officials of the City and County of San Francisco within the parameters established by Charter Section A8.409-3.

Appointment of Human Resources Director

Section 10.103 of the new Charter adopted by the citizens in November 1995, states that "a Human Resources Director shall be selected by the Mayor from candidates nominated by the Civil Service Commission and confirmed by vote of the Board of Supervisors." Upon passage of the new Charter in accordance with the new provision, the Civil Service Commission immediately began its search for a new Human Resources Director. Advertisements were placed in a number of professional publications and public sector journals. The Civil Service Commission screened approximately 100 applicants and nominated Ms. Andrea Gourdine for the position. Mayor Willie L. Brown selected Ms. Gourdine and she was subsequently confirmed by the Board of Supervisors and sworn into office. Ms. Gourdine, a long-time City and County of San Francisco personnel manager, served as Director of Personnel for the Public Utilities Commission. She also held the position of Human Resources Director for the East Bay Municipal Utilities District and the Deputy Director of Business Administration of the San Francisco International Airport.

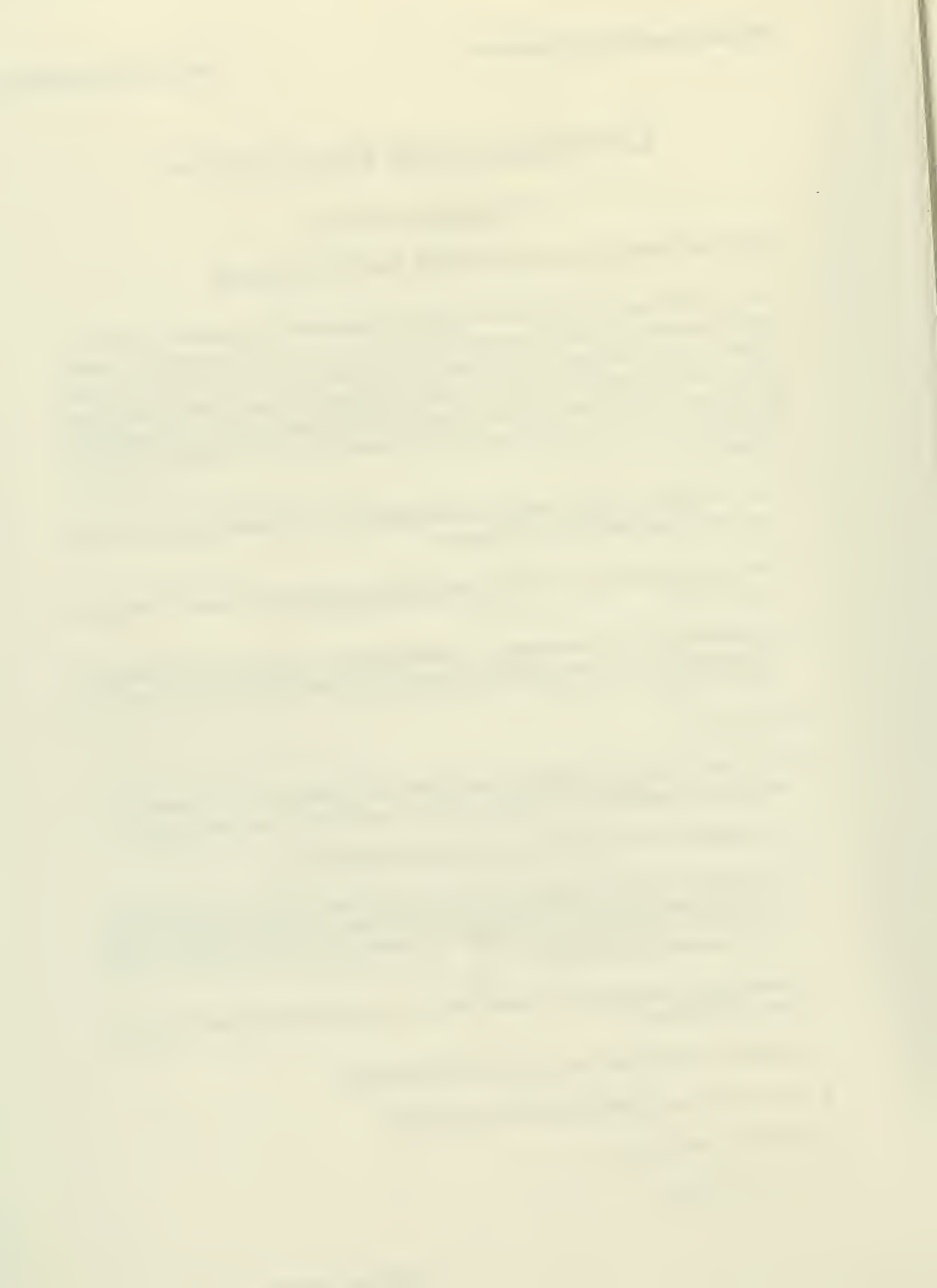
Oversight of the Merit System

Oversight by Rules

Civil Service Commission Rules Making Authority

The City and County of San Francisco Charter delineates the responsibilities of the Civil Service Commission as specified in Sections 4.101, 4.102, 10.100, and 10.101. Further, Charter Section A8.409-3 (Proposition B [11/91] and F [11/94]) also outlines those matters within the jurisdiction of the Civil Service Commission which establish, implement, and regulate the Civil Service Merit System and which are not subject to bargaining. These exemptions from collective bargaining are known as the Civil Service "Carveouts" and include:

- ◆ the authority, purpose, definitions, administration, and organization of the merit system and the Civil Service Commission;
- ◆ policies, procedures, and funding of the operations of the Civil Service Commission and its staff;
- ◆ the establishment and maintenance of a classification plan, including the classification and reclassification of positions and the allocation and reallocation of positions to the various classes;
- ◆ status rights;
- ◆ the establishment of standards, procedures, and qualifications of employment, recruitment, application, examination, selection, certification, and appointment;
- ◆ the establishment, administration, and duration of eligible lists;
- ◆ probationary status and the administration of probationary periods, except duration, pre-employment and fitness for duty medical examinations, except for the conditions under which referrals for fitness for duty examinations will be made, and the imposition of new requirements;
- ◆ the designation of positions as exempt, temporary, limited tenure (provisional), part-time, or permanent;
- ◆ resignation with satisfactory service and re-appointment;
- ◆ exempt entry level appointment of the handicapped;
- ◆ approval of payrolls, and
- ◆ conflict of interest



Civil Service Commission Rules Revision Committee

Foremost in the Commission's agenda is to overhaul the Civil Service Commission Rules, not only to protect the civil service merit system, but to control costs which result from practices which may not be conducive to the efficient operation of a department. In these times of diminishing resources, the Civil Service Commission recognizes the need to control personnel costs, to make our workforce more efficient by providing managers with the necessary tools which conform with and anticipate changes in the work environment so as to avoid expending unnecessary personnel time and resources on duplicative or archaic practices.

In this regard, the Civil Service Commission, in the Spring of 1994, created and appointed a Rules Revision Committee as the body to review the Civil Service Commission Rules in their entirety and related policies and procedures. The goal of the Rules Revision Committee is to provide departmental managers with the tools they need and want and which will enable them to operate their departments in an improved and appropriate manner. Therefore, the Rules Revision Committee is entrusted with the ongoing task to move towards the abbreviation, simplification, and continuous updating of the Rules.

To date, approximately 35 Rules changes have been developed and reviewed by the Rules Revision Committee. These Rules implement not only those changes resulting from Propositions C, D, and E (11/91), Proposition L (11/93) and additional procedural changes which have resulted from the City and County's new phase of contract negotiations, but also overhaul other Rules which warranted review in an effort to eliminate redundancy and obsolescence. For Fiscal Year 1995-96 alone, seven Rule changes were promulgated. These Rules changes have also been referred to the Department of Human Resources, Employee Relations Division, for determination and completion of meet and confer or consultation obligations. It is estimated that the majority of the overhaul to the Rules will take approximately two more years to complete.

In addition, nine Rule changes are currently in working groups or being revised by the Rules Revision Committee for final recommendation to be submitted to the Civil Service Commission for referral to the Department of Human Resources, Employee Relations Division. These Rules changes include a new Classification and Status Rule and significant amendments to the Probationary Period Rule. Also, in Fiscal Year 1995-96, the Rules were recodified and reallocated to make them easier to apply and use in the new collective bargaining environment. These Rules changes contribute to the Civil Service Commission's ultimate goal of reducing the number of classes by broadening the rules governing certification of eligibles from lists and narrowing the "bumping" between departments of laid off employees.

Civil Service Commission Rules Changes Incorporating Changes from Propositions C, D, and E (11/91) and Proposition L (11/93)

The following Rule changes/deletions were referred to either the Department of Human Resources, Employee Relations Division, or to its predecessor Employee Relations Division, Mayor's Office, for determination and completion of meet and confer or consultation obligations.

- Definitions (amend)
- Separation Hearings and Procedures, Section 6.06 - Procedure for Dismissal of Regular Permanent Employees Except Members of the Uniformed Ranks of the Police and Fire Departments.
- Dismissal Duration Probation Period (amend)
- Examination Announcements and Applicants (amend)
- Qualification of Applicants (delete)
- Examinations (Amend)
- Examinations of Applicants (delete)
- Protest of Written Questions and Answers (delete)
- Veterans Preference in Examinations (amend to 9A)
- Eligible Lists (amend)
- Promotional Examinations for Employees on Military Leave (amend to 9B)
- Protest of Tentative List of Eligibles (delete)
- Duration of Lists of Eligibles (delete)
- Certification of Eligibles (Section 11.02)
- Appendix (amend)
- Limited Tenure Appointments (delete)
- Appointments (amend)

- Temporary and Emergency Appointments (delete)
- Probationary Period (amend)
- Appendix - Probationary Period (members of the uniformed ranks of the San Francisco Police Department, the San Francisco Fire Department, the Airport Police, and the Deputy Sheriff series.
- Leaves of Absence (amend)
- Layoff and Involuntary Leave (amend)
- Return-to-Work Program (new) The following Rule changes/deletions were referred to either the Department of Human Resources, Employee Relations Division, or to its predecessor Employee Relations Division, Mayor's Office, for determination and completion of meet and confer or consultation obligations.
- Certification from Eligible Lists for Classes 1823 Senior Administrative Analyst and 1824 Principal Administrative Analyst (expired)
- Certification of Eligibles for Classes Represented by SEIU (expired)
- Eligible lists, Extension of Eligibility (amend)
- Certification of Eligibles, Certification Rules (amend)
- Appointments, Exempt Appointments (amend)
- Equal Employment Opportunity (amend)
- Transport Workers Union - San Francisco Municipal Railway Trust Fund (amend)

Civil Service Commission Rules to be Deleted

The following Rule deletions were referred to the Department of Human Resources, Employee Relations Division, for determination and completion of meet and confer or consultation obligations.

- Promotional Examinations for Employees on Military Leave
- Appendix I - Promotional Examinations for Employees on Military Leave
- Employee Relations - Grievance Procedure
- Standing and Special Committees
- Apprenticeship Program
- Temporary Exchanges for Training Purposes
- Employee Training Reimbursement Program
- Personnel Service Records
- Overtime



Updating the Civil Service Commission Rules

As a result of changes in the administration of the merit system resulting from the City and County of San Francisco's implementation of citywide collective bargaining [Proposition F(11/94)], a major overhaul of the Civil Service Commission Rules became necessary to sort those matters which are within the exclusive jurisdiction of the Civil Service Commission from those matters which are now subject to collective bargaining.

The goal of this endeavor was to review all existing Civil Service Commission Rules, section-by-section, and to reallocate the Rules so that they are consistent with the "carve-outs," (those matters which are not subject to collective bargaining), that the codification system is workable; and that the formatting assists readability.

In keeping with technological advances, the Rules will be available not only in printed form, but also on computer diskette. This allows departments to expedite the search for information through the use of query functions on computer rather than searching page-by-page in the printed document.

At its meeting of January 8, 1996, the Civil Service Commission approved the proposed recodification and republication of the Civil Service Commission Rules in a 1996 Edition. This was the first complete overhaul of the Civil Service Commission Rules since a major recodification was undertaken in late 1970 and early 1971 resulting in the 1971 edition of the Civil Service Commission Rules.

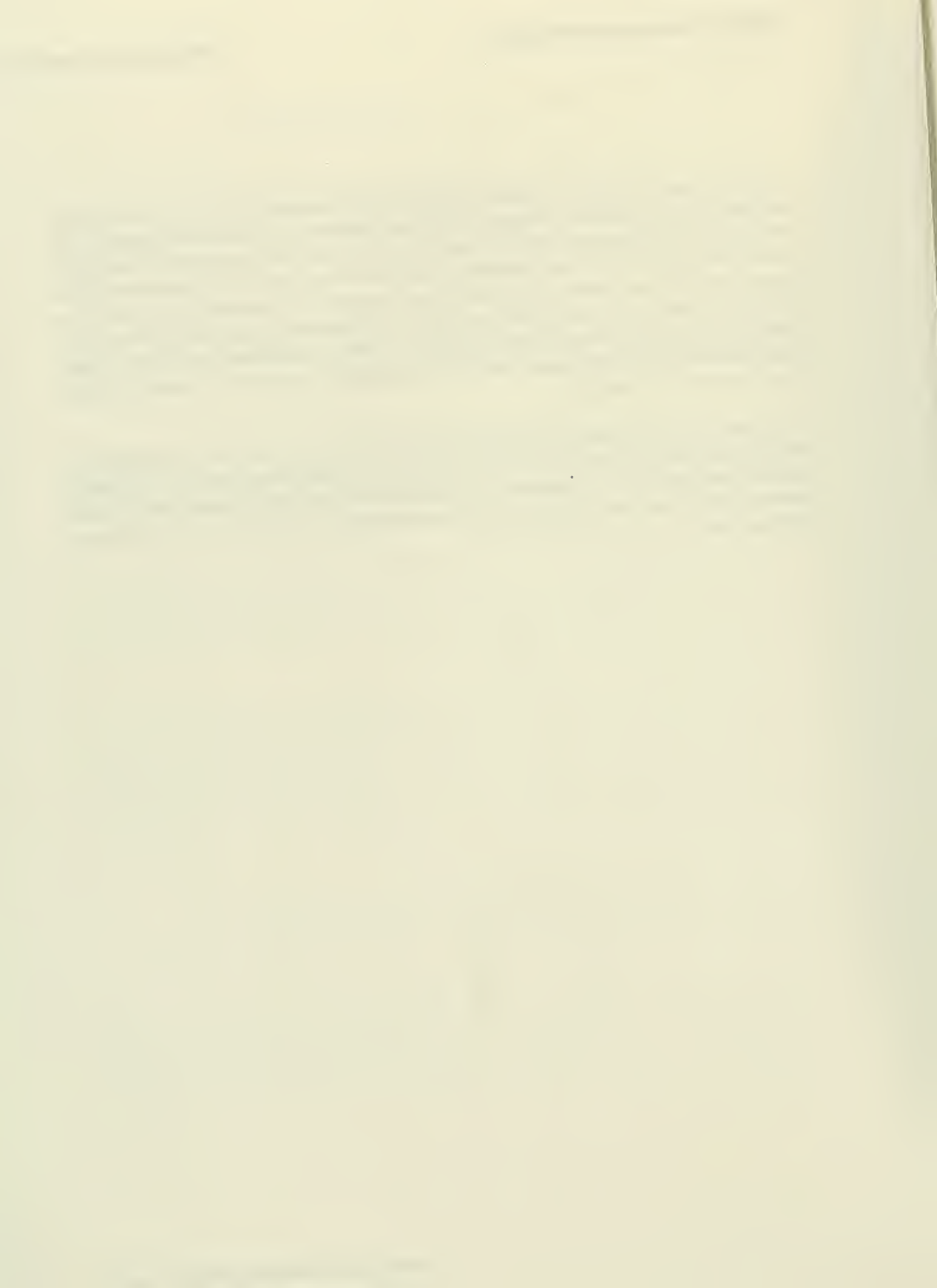
With the exception of minor administrative changes to correct references in the Rules to other Rules that were renumbered, and the major reorganization and reallocation which occurred, the 1996 Edition of the Civil Service Commission Rules is a verbatim transposition of the 1971 Edition of the Rules as amended by the Civil Service Commission on scores of occasions over the last twenty years. All current Rules were allocated into four divisions or "chapters" as follows:

- Chapter I: General and Administrative Rules;
- Chapter II: Rules Governing the Civil Service Merit System;
- Chapter III: Miscellaneous Rules and Rules Governing Employee Separations;
- Chapter IV: Rules "posted" for deletion.

Individual rules sections have in some cases been severed and relocated from one Rule to another Rule. The determination for such relocation was made on the basis of appropriateness: Is it more related to the second Rule than the first? Or will this move take a "carve-out" matter out of a generally non-carve-out Rule and place it in a carve-out Rule.

Each Rule has a "Contents" page as page one of the particular Rule which presents an overview of the Rule and its contents. All alphabetical outlining has been eliminated in the new Rules and only numerical indicators used in codification. An "applicability clause" has been inserted at the top of every page of the Rules text to assist users in administering the Rules. In many cases, individual sections are also identified with an applicability clause. In addition, at the front of the new Rules there is "A Guide to the Applicability of the 1996 Edition of the Civil Service Commission Rules" which summarizes how and to which employees each of the Rules apply. This Guide also explains what the "carve-outs" are and how and to whom they apply.

To orient departmental staff and employee organization representatives of the changes to and in the use of the 1996 Edition of the Civil Service Commission Rules, several briefing sessions were conducted. In addition, a "Rules Hot-Line" telephone number was installed to allow a Rules user with a question to call for the assistance of a Civil Service Commission staff member.



Oversight By Policy and Procedure

An Effective Classification Plan

Class Consolidation Priority

The City and County of San Francisco has approximately 1,478 classes, down 622 from over 2,100 in a 1991 peak. The Civil Service Commission has established, as one of its priorities, a policy that there should be less than 1,000 classes, and accordingly, has launched a major program to reach this goal. These efforts are geared towards reducing red tape and consolidating and eliminating duplicative or obsolete job classifications, thereby realizing a significant cost savings and improved efficiencies in the way the City and County manages its personnel.

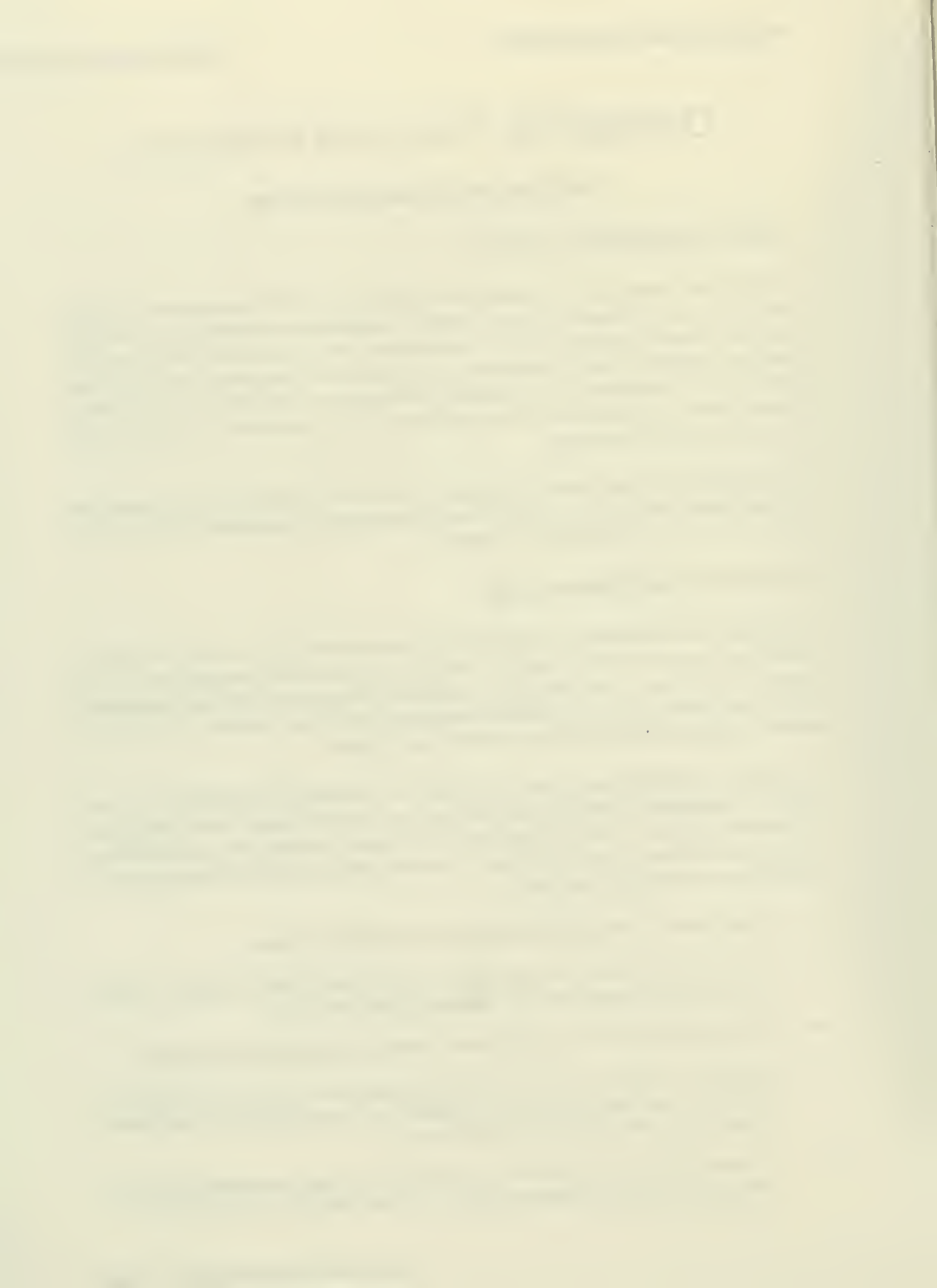
In this regard, the Civil Service Commission has drafted several Rules amendments and enacted policy which has, for Fiscal Year 1995-96, reduced the number of classes from 1,536 to 1,478, a net reduction of 58 classes.

Citywide Classification Study

Analogous to the Commission's goal of reducing the number of classes is the Commission's launching of a project which is intended to bring the City and County's classification system into the 20th century. The Commission recognizes the need for a modern classification system, with fair and up-to-date classifications for City and County positions, which are the essential building blocks for a fair and credible merit system.

To this end, the Commission formed a Classification Coordinating Working Group, which includes Commissioners, senior Commission staff, and senior managers of the Department of Human Resources. The Working Group developed a proposal for a comprehensive Citywide Classification Study. The Study, to be conducted over the next several years, in three phases, has the following goals:

- ❖ Develop an overall architecture for a new classification system;
- ❖ Audit the more than 1,500 classes in the current system, and consolidate or reduce the number of classes where appropriate to less than 1,000;
- ❖ Provide support for more effective management of compensation programs;
- ❖ Introduce a modern and well-accepted classification system that supports the principles and goals of the merit system with its related Equal Employment Opportunity and Affirmative Action objectives;
- ❖ Realize significant savings for the City and County through more flexible personnel assignments, broader classes, and lower, but more efficient examination costs.



Personal Services Contracts: Revised Processing Procedures

The Civil Service Commission reviews proposed personal services contracting decisions to determine whether it has jurisdiction to provide the needed services through the classified civil service. Personal services contracts include agreements for services paid by the City and County of San Francisco with individuals, companies, corporations, non-profit organizations, and other public agencies.

The Commission's role is distinguished from the roles of the City and County departments, other commissions, the Chief Administrative Officer (CAO), the Purchaser, and the Human Rights Commission (HRC) in that the Civil Service Commission is not concerned with the selection of individual contractors. Rather, the role of the Civil Service Commission is to determine whether the circumstance pertaining to the need to provide services in a particular situation (or situations) warrants the use of a personal services contract or contractors in lieu of civil service employees. The Commission's role and responsibilities are in accordance with City Attorney opinions and are consistent with the objectives of Proposition L (11/93) in that it places the Civil Service Commission in a policy-making, rather than an administrative role relative to personal services contracting.

One major example of the Civil Service Commission's acceptance and application of its new role is in its oversight of the personal services contracts. On December 5, 1994, the Commission adopted revised procedures which became effective on January 1, 1995. The revised procedures streamlined and expedited the processing of personal services contracts by eliminating a significant amount of bureaucratic red tape. This was accomplished without loss of the monitoring and auditing of the contracting procedure placed by the Charter in the Commission's jurisdiction.

Briefly, the intent of the new procedures are to:

- streamline the Civil Service Commission approval process for personal services contracts;
- create a Personal Services Contracts approval option that was consistent with the City and County's budgetary process by providing departments with the ability to include contracted services as part of the departmental budget when being submitted to the Mayor's Office;
- develop a Personal Services Contract appeal procedure to alleviate the need for department representatives to attend Civil Service Commission meetings when there is no objection to Personal Services Contracts they have submitted for approval

The following chart is a breakdown of the approval types for personal services contracts

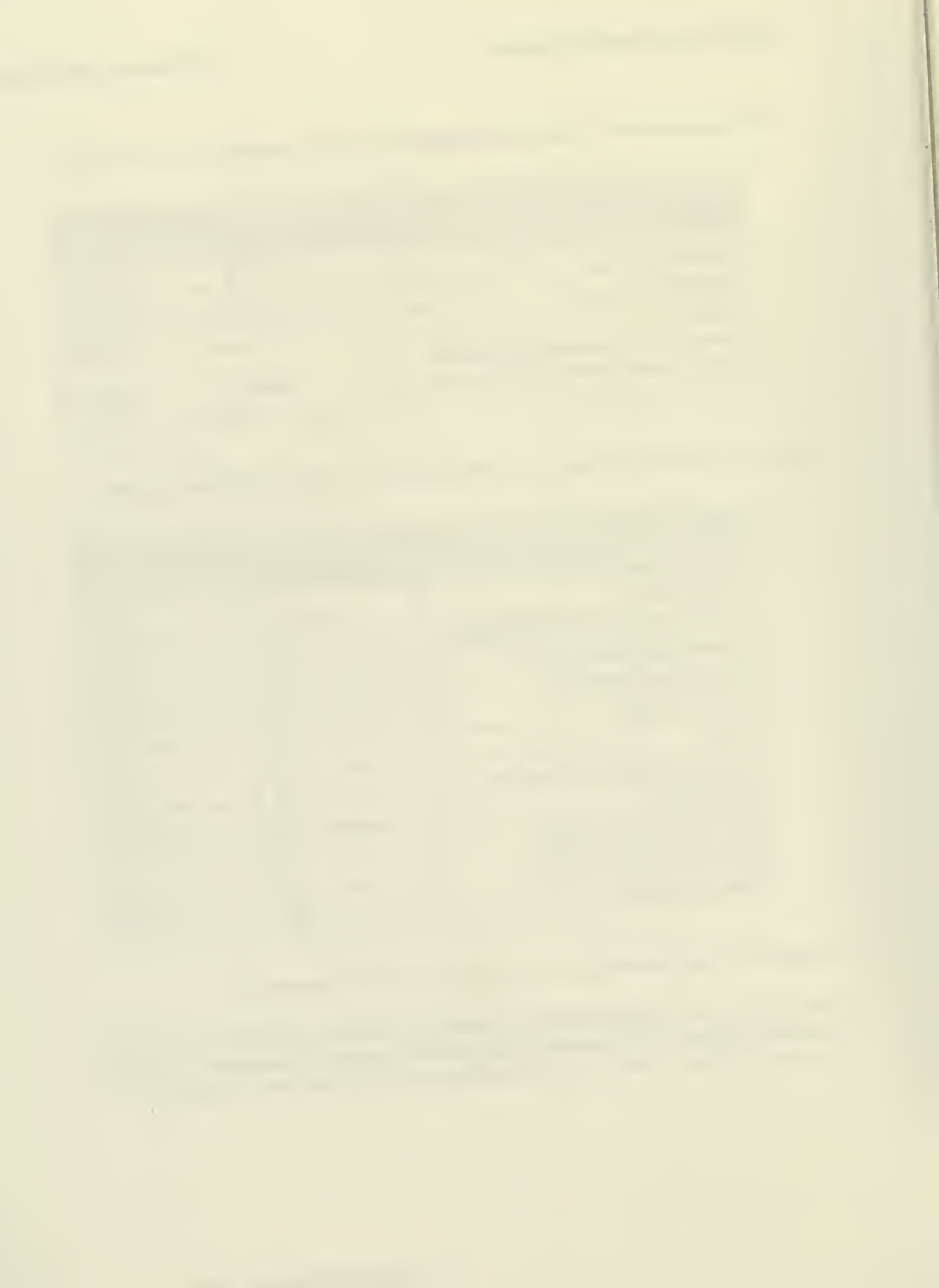
APPROVAL TYPE	NO. OF CONTRACTS	% OF TOTAL
Annual	39	12.7%
Continuing	85	27.5%
Regular	184	59.8%
Total Contracts Requiring Formal Civil Service Commission Approval	308	100%

Below is a breakdown of the type of service provided for personal services contracts

TYPE OF SERVICE	NO. OF CONTRACTS	% OF TOTAL
Administrative	7	2.3%
Engineering, Public Works/Utilities	94	30.5%
Financial Administration	5	1.6%
Information Technology	32	10.3%
Labor & Trades	7	2.3%
Legal	10	3.2%
Protective Services & Corrections	34	11.0%
Public Health	84	27.2%
Public Welfare & Education	33	10.7%
Recreation, Parks & Culture	2	.9%
Total Contracts	308	100%

Personal Services Contracts processed for Fiscal Year 1995-96 total 308.

On July 17, 1995, the Civil Service Commission referred the Department of Human Resources' report on the personal services contracts procedures assessment to the Civil Service Commission Rules Revision Commission for review and recommendation.



The Rules Revision Committee members have met continuously to review the changes proposed by the Department of Human Resources. Although significant headway has been made to further streamline the personal services contracts procedures, several issues are still pending which require further review. One procedure, however, which the Rules Revision Committee unanimously agreed should proceed is the implementation of a ratification agenda for all personal services contracts.

The intent of the ratification agenda is to diminish the need for departments to send departmental representatives to Civil Service Commission meetings when no appeal of a personal services contract is received by the Department of Human Resources during the required posting period. The implementation of a ratification calendar will preserve time for those departmental staff who are usually required to attend Commission meetings for personal services contracts.

Although the ratification agenda will not preclude members of the public from severing proposed personal services contracts and making comments, it will encourage individuals to file an appeal within the contract posting period rather than waiting until the item is before the Commission to voice concerns.

Oversight Through Hearings and Appeals

Civil Service Commission Appeals

One of the Commission's duties under the Charter is to consider appeals of administrative actions. Consideration of appeals is a major method for the Commission to monitor the status of the merit system and provide oversight of that personnel system.

The Commission received a total of 245 appeals and requests for hearings during Fiscal Year 1995-96. Of these, the Commission reviewed a total of 105 items, which included 42 employee separation appeals and 22 examination appeals. Many appeals were successfully resolved administratively and did not require a Civil Service Commission hearing.

The Commission reviewed the following types of employee separations from service: entrance probationary; promotive probationary; automatic resignations due to abandonment of position; terminations of temporary employees appointed from civil service lists; resignations certified as services unsatisfactory; and dismissals of permanent employees.

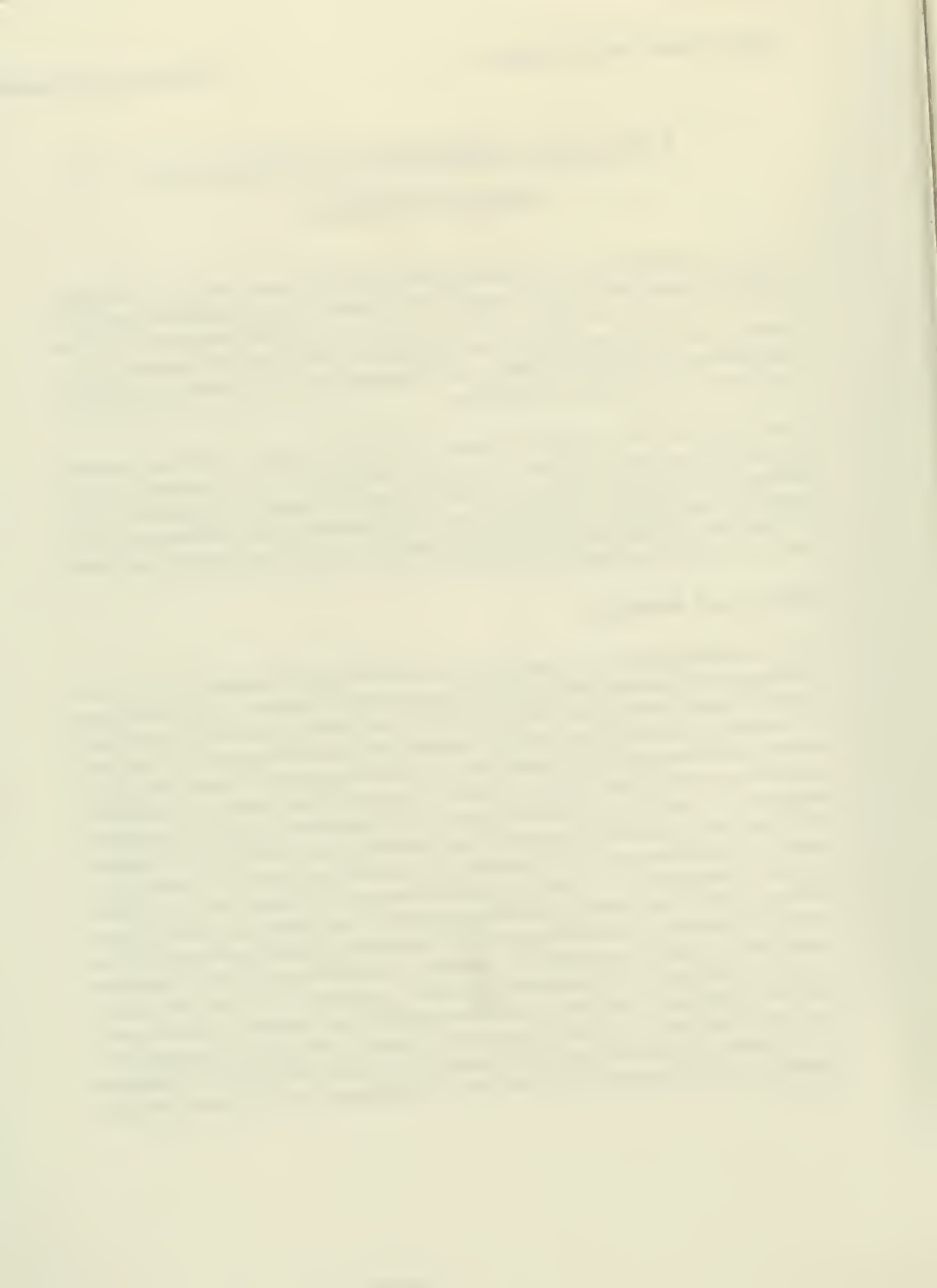
Employee Relations Ordinance Administration

The Civil Service Commission maintains a Labor Relations Program which revolves around the administration of the City and County of San Francisco's Employee Relations Ordinance (ERO). The ERO was adopted October 9, 1973 to carry out the provisions of the Meyers-Milias-Brown Act, the State's Labor Relations Act for local government employees. This Ordinance is part of the Administrative Code and authorizes the Commission to perform functions required for ERO administration.

The Commission is both neutral and impartial in its role of providing a reasonable foundation to resolve labor relations disputes. One goal of the ERO is to promote communication between the City and its employees and their representative employee organizations. Civil Service Commission Rule 7- Rules Related to the Employer-Employee Relations Ordinance, was adopted to provide specific administrative procedures to carry out these functions which were assumed by the Commission in August 1976.

Duties and Authority

Employee Relations Ordinance Administration consists of various functions assigned to the Civil Service Commission by the City's Employee Relations Ordinance. These include, but are not limited to, investigating charges of Unfair Labor Practices filed by City employees or Union representatives; act as a mediator when requested by parties; review, process, and research complaints regarding the assignment of classes to bargaining units and designation of positions; conduct secret ballot elections to ascertain which employee organization represents a majority of the employees in a particular representation unit, or to arrange for the election to be conducted by a mutually agreed upon third party; certify as the recognized employee organization of a representation unit that employee organization which has a majority of the employees in such representation unit as determined by a secret ballot election to determine the official employee organization for city employees; decertify as the recognized representative an employee organization which has been found by election no longer to be the majority representative in a particular representation unit, research historical records to ascertain the appropriate representative; review and determine requests for approval of affiliations or mergers between union organizations; arrange for Administrative Law Judge hearings and carry out other matters related to the holding of hearings; and provide information and technical assistance to City personnel and Union representatives regarding matters delegated to the Civil Service Commission by the Employee Relations Ordinance.



Unfair Labor Practice Charges

Staff investigates charges of Unfair Labor Practices. A charge may be filed by an employee or group of employees, an employee organization or management. Staff will determine if an unfair labor practice has been committed. A charge must be filed on the prescribed form and contain sufficient information to allow staff to start an investigation. Staff investigates the charge with the purpose of determining if the allegations constitute a "prima facie" case. If there appears to be a valid case, staff attempts to mediate the dispute between the parties. If the parties do not agree to mediation or attempts are not successful, the charge is referred to an Administrative Law Judge for hearing and final determination. If a "prima facie" case is not found, the charge is dismissed by staff.

In Fiscal Year 1995-96, 27 Unfair Labor Practice Charges were investigated and a total of 14 Unfair Labor Practice Charges were resolved.

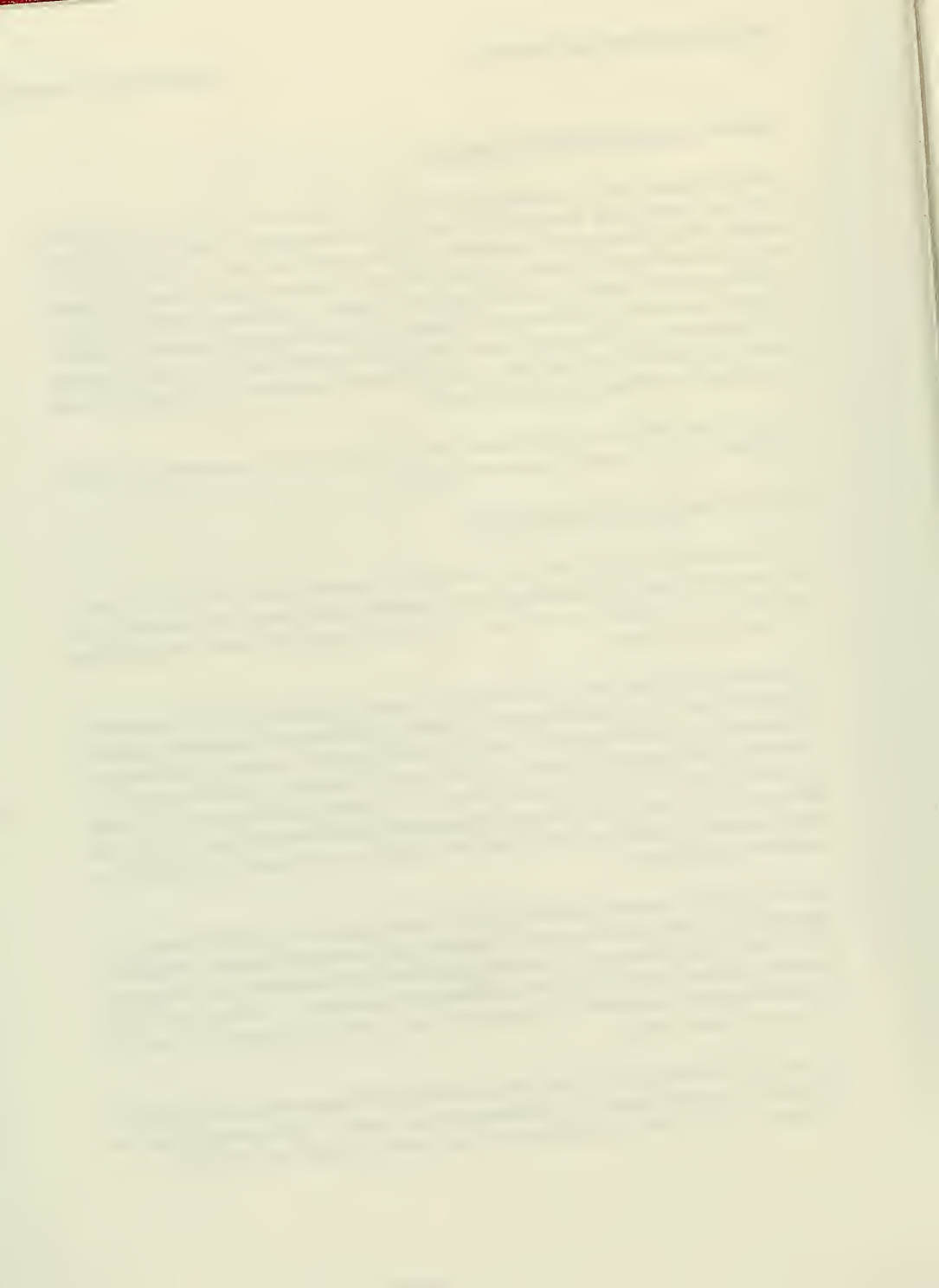
Bargaining Unit Assignments

This function involves the placement of classes into bargaining units. This is carried out in accordance with the ERO which outlines 15 bargaining units, some of which are divided into sub-units. These units are composed of classes with similar duties and responsibilities for negotiation purposes.

In November 1991, the passage of Proposition B made it possible for all employees of the City and County of San Francisco not only to be represented by a recognized employee organization, but also to collectively bargain for all terms and conditions of employment. When this change initially occurred, the Civil Service Commission, under the authority of the ERO, Civil Service Commission Rule 21, and the Administrative Code, made approximately 556 bargaining unit assignments involving a myriad of classes. Of the 556 bargaining unit assignments made, over 280 classes were protested by individuals or employee organizations.

Since the initial flurry of over 280 classes involved in bargaining unit assignment complaints, approximately 79 classes have not been settled through voluntary mediation between the Civil Service Commission as the neutral, Department of Human Resources, Employee Relations Division (HRD/ERD), and various labor organizations. Through an ongoing process of voluntary mediation that spans almost five years, the involved parties have 79 classes remaining to resolve.

In Fiscal Year 1995-96, Civil Service Commission staff sent 10 Bargaining Unit Assignment Complaints to hearing before an Administrative Law Judge. These hearings began on November 11, 1995 and will conclude in the first quarter of Fiscal Year 1996-97.



Management, Supervisory, Confidential Designations

The Employee Relations Division of the Department of Human Resources is responsible for placing Management, Supervisory, or Confidential designations to specific positions after consulting with department heads. The ERO specifies that certain employees may be designated as "Management," "Supervisory," or "Confidential" because of the nature of their duties and their functional role within a department. Designation assignments may be protested by filing a complaint with the Civil Service Commission. Staff reviews these complaints, and attempts to mediate the dispute. If mediation is not possible, staff arranges for the issue to be submitted before an Administrative Law Judge for hearing and final determination.

Elections: Employee Organization Certification/Decertification

A registered employee organization may petition to become the recognized representative for a Bargaining Unit composed of classes with similar duties and responsibilities. Formal recognition of an employee organization entitles it to rights and responsibilities as specified in the ERO.

Upon receipt of a valid petition requesting recognition, staff conducts a secret ballot election. A majority of those voting determines the results. After resolving any protest regarding the conduct of the election, staff formally certifies the elected employee organization to represent the employees in their labor relations with the City. Staff may also conduct decertification or "recall" elections.

This occurs when a group of employees or an employee organization submits proof that a sufficient number of the affected employees no longer wish to be represented by a particular organization. Staff will then conduct a decertification election usually coupled with a recognition election on the same ballot.

In Fiscal Year 1995-96, members of the Firefighter Management Bargaining Unit F-3, submitted a valid petition to decertify the San Francisco Municipal Executives Association as their bargaining representative. The Civil Service Commission is in the process of completing the procedural requirements prior to scheduling an election.

Affiliation or Merger of Labor Organizations

The ERO authorizes the Commission to certify employee organizations when they merge or affiliate with other employee organizations. A merger occurs when two (2) or more employee organizations become a single new legal entity. The absorbed union(s) loses recognition for all its recognized bargaining units as recognition is transferred to the newly merged organization.

An affiliation is the joining or association of an employee organization with another organization. The employee organization remains a legal entity, but its name may change. This organization would retain recognition for its designated bargaining units under the new name.

In Fiscal Year 1995-96, Civil Service Commission staff completed one merger.

Historical Recognition

In Fiscal Year 1995-96, Civil Service Commission staff conducted one bargaining unit placement in lieu of an election for a craft union on the basis of historical documentation.

In Appreciation

In the course of carrying out our duties, the Civil Service Commission interacts with a wide range of people both in and outside of City government. The Commission works closely with the Mayor and other elected officials, employee organizations, departmental management and staff, and community leaders and groups. These people contribute a great deal of effort and support to the Commission and we would like to acknowledge them.

Frank Anderson, Human Rights Commission
Rod Auyang, Department of Public Health
Sue Blomberg, Department of Human Resources
Janet Bosnich, Department of Human Resources
Ann Branstion, formerly Department of Public Works
Diana Buchbinder, Public Utilities Commission
Thornton C. Bunch, Airport Commission
Sylvia Castellanos, Department of Human Resources
Agnes Chau, Department of Human Resources
Cheryl Chin, Department of Human Resources
Kira Chuchom, Department of Human Resources
Clarice Clarke, Department of Human Resources
Vicki Clayton, City Attorney
Burk Delventhal, City Attorney
Leo Dinneen, Department of Human Resources
Kate Favetti, Department of Public Health
John Figone, Department of Human Resources
Eugene Freeman, Department of Human Resources
Janice Fukuda, Department of Human Resources
Edward Gazzano, Department of Public Health
Kin Gee, Department of Transportation
Diana Garcia, Department of Human Resources
Luis Garcia, Department of Human Resources
Marvin Geistlinger, Purchasing
Norma Gill, Department of Human Resources
Julie Gonzalez, Police Department
Karen Heard, Department of Human Resources
Mercy Hernandez, Juvenile Probation
Candace Heurlin, Department of Human Resources
Jonathan Holtzman, City Attorney's Office
James Horan, Department of Public Works
James Ilnicki, Airport Commission
Eric Jue, Department of Human Resources

Gary King, formerly Department of Human Resources
Linda Lee, Department of Human Resources
Ann Lehman, Commission on the Status of Women
Esther Leong, Department of Human Resources
Galen Leung, Department of Public Health
Robyn Lipsky, City Attorney's Office
Joan Lubamersky, Chief Administrative Officer
John Madden, Controller's Office
Sonia Melara, Commission on the Status of Women
Kathy Mallegni, Controller's Office
Linda Marini, Department of Human Resources
Michael Martin, Mayor's Office
Steve Martin, formerly Department of Public Health
Jeanette Mason, Department of Human Resources
Anita McClendon, Department of Human Resources
Cindy Monroe, Department of Public Health
Lt. Alan Mould, Police Department
Clare Murphy, Retirement Department
Kathy Murray, Library
Hoang Nguyen, Department of Human Resources
Leonardo Ortega, Department of Human Resources
Tom Owen, City Attorney's Office
Marsha Ramirez, Recreation and Parks Department
Gerald Redmond, Department of Human Resources
John Robbins, War Memorial
Janet Rogers, Department of Human Resources
Harvey Rose, Budget Analyst
Geoffrey Rothman, Department of Human Resources
Carol Sam, Department of Public Health
Paula Schiff, Department of Human Resources
Mary Smith, Department of Social Services
Tanya Smith, Department of Human Resources
Peter Stokes, Department of Human Resources
John Taylor, Board of Supervisors
Vitaly Troyan, Department of Public Works
Alice Villagomez, Department of Human Resources
Carmen Wilson, Department of Human Resources
Nancy Woo, Port Commission
Dorothy Yee, Department of Human Resources
Anthony Yeung, Department of Human Resources
Margarita Zamora, former Assistant Executive Officer, Civil
Service Commission

and to those many others whom we have not listed: Thank you!



The members of the Commission especially wish to acknowledge and to extend our deep appreciation for the support and assistance it has received this past fiscal year from its talented, energetic, and highly competent staff:

Herberth Campos
Mike Casey
Sandra Favale
Lizzette Henriquez
Rhonda Parker
Al Walker





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Civil Service Commission

City and County
of San Francisco



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ANNUAL REPORT

FISCAL YEAR 1996-97



City and County of San Francisco

Civil Service Commission

ANNUAL REPORT

Fiscal Year 1996~97

Civil Service Commission

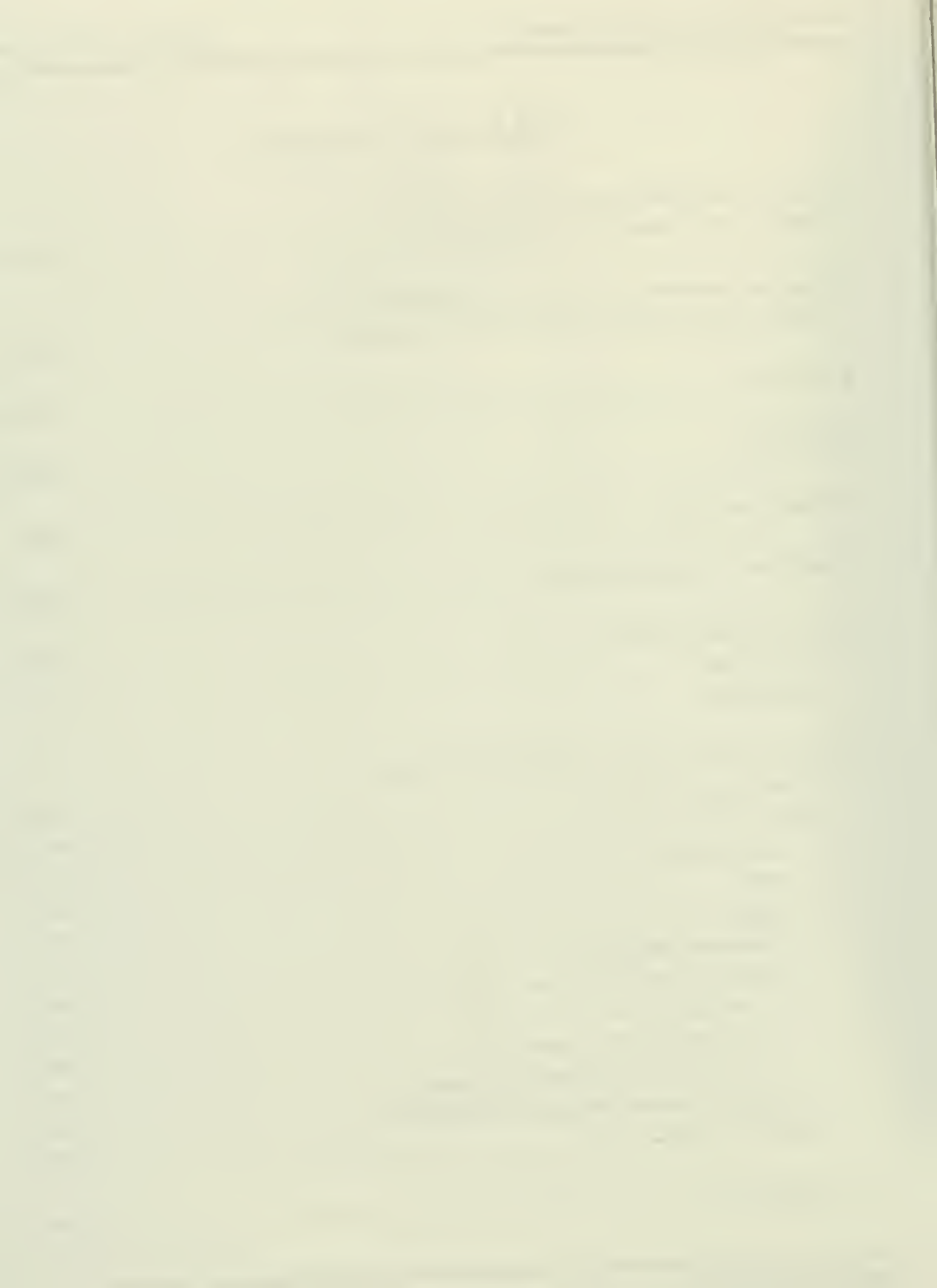
Adrienne Pon, President
A. Lee Munson, Vice President
Karen Clopton, Commissioner
George Kosturos, Commissioner

Commission Staff

Albert C. Walker, Executive Officer
Clarice E. Clarke, Employee Relations Ordinance Administrator
Rhonda Hadnot, Appeals Coordinator
Lizzette Henriquez, Administrative Staff Assistant
Pamela J. Pacarar, Executive Secretary
Anita Sanchez, Assistant Executive Officer

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September 19, 1997

The Honorable Willie L. Brown, Jr.
Mayor of the City and County of San Francisco
Room 336 Veterans Building
401 Van Ness Avenue
San Francisco, CA 94102

Dear Mayor Brown:

It is with great pleasure that the Civil Service Commission submits its Annual Report for Fiscal Year 1996-97. This Annual Report commemorates the Commission's 97th continuous year of service in managing the Charter-mandated civil service merit system for public employment in the City and County of San Francisco. The Report reflects the overall commitment and focus of the Civil Service Commission in providing fair and equitable employment opportunities for all prospective and current employees of the City and County.


The Civil Service Commission is proud of its accomplishments for Fiscal Year 1996-97. The Commission proceeded with the finalization of Rules changes permitted under Civil Service Commission initiated Charter changes in Propositions C, D, and E (November 1991); continued work on its major policy established in 1991 of reducing the number of job classes (with the goal of reaching 1,000 or fewer classes by the year 2000); and improved communication and understanding of the functions, policies, and procedures of various Employee Relations Ordinance-related matters administered by the Civil Service Commission. These efforts reflect the Commission's commitment to protecting the civil service merit system while controlling costs and providing departmental managers the needed personnel tools to operate in an improved and effective manner.

The Annual Report also documents the Civil Service Commission's third full year of operation since Proposition L was approved by the voters in November 1993. Proposition L separated the Civil Service Commission from the remainder of the former administrative agency and created a new Department of Human Resources. Since that time, the Commission has focused its efforts on policy-making and fulfilling its appellate authority to oversee, regulate, and serve as final arbiter of the civil service merit system.

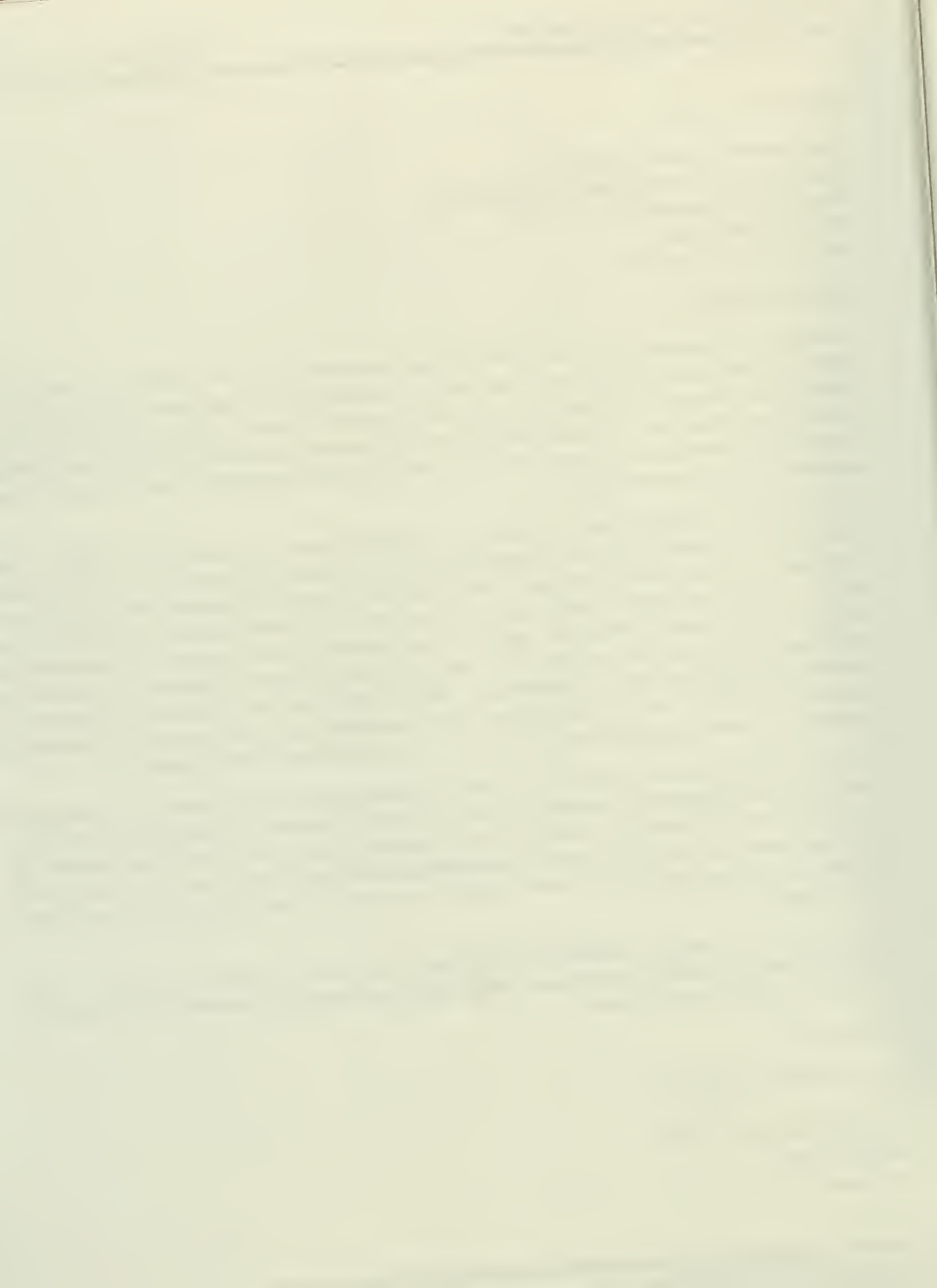
This was a year of change, challenges, and certainly many accomplishments. On behalf of the members of the Civil Service Commission and its staff, I am pleased to forward the Commission's Fiscal Year 1996-97 Annual Report.

Respectfully,

CIVIL SERVICE COMMISSION



ADRIENNE PON
President



September 19, 1997

Civil Service Commission
25 Van Ness Avenue, Suite 720
San Francisco, CA 94102

Dear Commissioners:

After almost three decades of service to the Civil Service Commission, I will be retiring at the end of this calendar year. Consequently, this will be the last Annual Report I will prepare for the Commission.

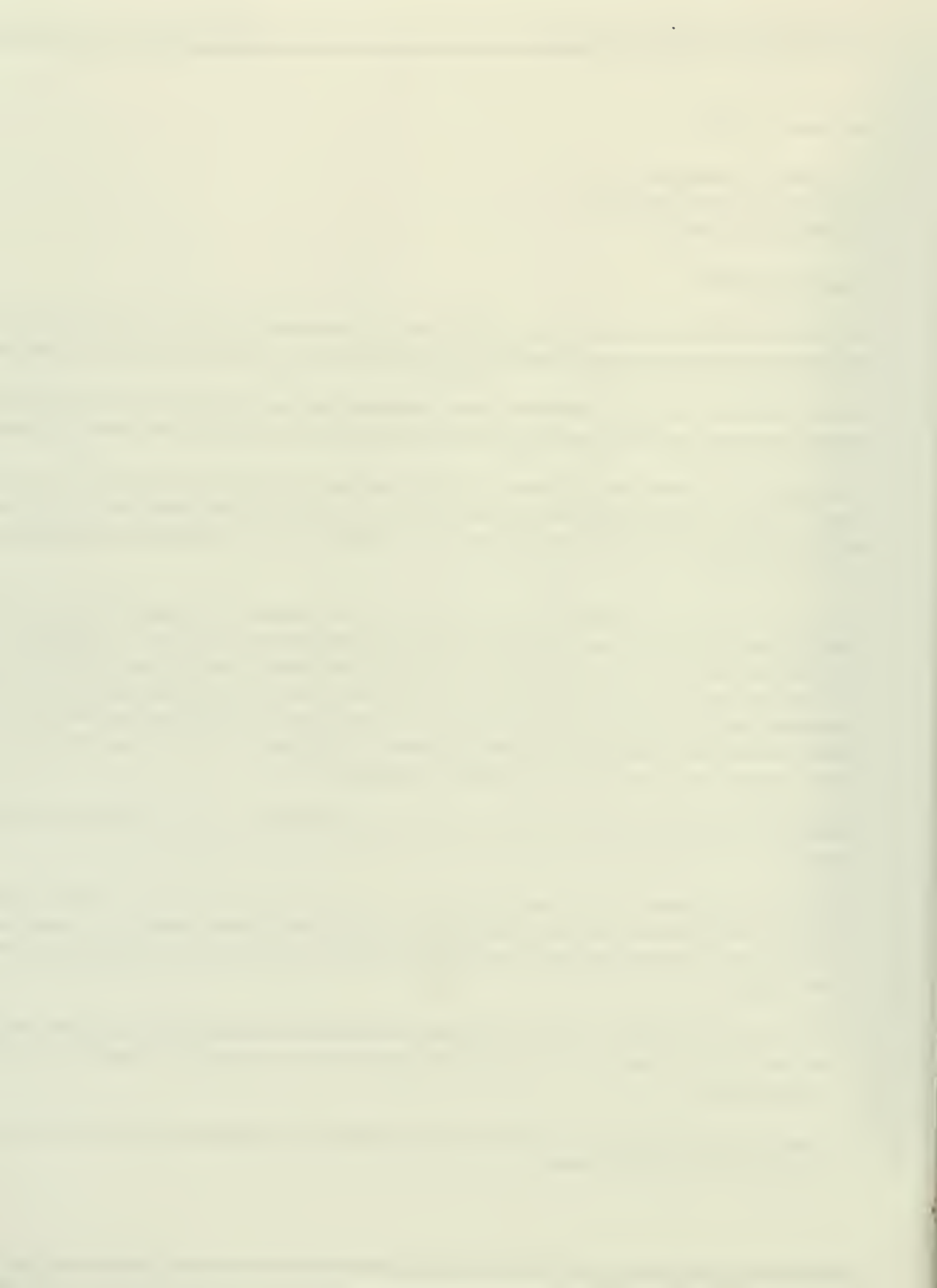
In this attitude of closure and reflection which imminent retirement elicits, Fiscal Year 1996-97 proved to be a year in which the past and present were evaluated and a course for the future launched.

In this spirit, "Then, Now, Next: Civil Service 2000" is the theme for the Fiscal Year 1996-97 Annual Report. It refers to a philosophy that will unify efforts now and in the next several years to plan for and effect change, set the pace, and ensure the quality and diversity of the City and County workforce by the 21st Century.

Throughout the years, the Civil Service Commission has recognized and responded to the rapidly changing needs of the City and County work force yet remained true to its core — committed to protecting the civil service merit system and providing fair and equitable employment opportunities to all prospective and current employees of the City and County of San Francisco. It was this commitment that drove the Commission to sponsor the first major civil service reform since 1932 in Charter amendments Propositions C, D, and E (November 1991) and its new role as an appeals and policy-making board, the result of Proposition L (November 1993).

In implementing these civil service reforms, the following philosophy and goals underlie proposed changes:

- ✧ The City and County of San Francisco civil service system must move from a "civil service" scheme dedicated to employee protection to a merit system where decisions on selection, advancement, retention, and compensation must be based on performance and not exclusively on longevity.
- ✧ The system must change from the mechanistic to the dynamic; from the rigid to the flexible; from obstructionistic to facilitative; from a police mentality to a service orientation; from isolationistic to participative.
- ✧ Equal Employment Opportunity must be fully incorporated as integral components of all human resource activities and decisions.



The Civil Service Commission continues to react quickly to changing conditions, and to pursue new opportunities. The countdown to Civil Service 2000 has begun to ensure the emergence of a vibrant, responsive civil service system by the commencement of the impending new millennium. We can't be too preoccupied with meeting today's challenges not to be involved in effecting change and planning for the future. With the guidance of the Commission, I believe strongly that the San Francisco civil service system will make an exceptional contribution in positioning the City and County of San Francisco for greatness by the Year 2000.

In closing, there are 100 stars (☆) scattered throughout this report: 97 representing the Commission's past 97 years as a San Francisco institution and 3 representing the next 3 years to the new millennium. I wish for the Commission much progress and success over the next three years and 100 more years into the next century!

Respectfully,

CIVIL SERVICE COMMISSION



ALBERT C. WALKER
Executive Officer





Juan F. Rios

The Civil Service Commission dedicates this year's Annual Report to Juan F. Rios in recognition of his six and one-half years of invaluable service to the City and County as a member of the Civil Service Commission. Commissioner Rios' term expired on June 30, 1997. He was President of the Civil Service Commission in 1994-95 and has greatly contributed to the work of the Commission and the betterment of the civil service merit system in the City and County of San Francisco.

Commissioner Rios was appointed to the Civil Service Commission in July 1991 by Mayor Art Agnos.

Commissioner Rios is the Senior Human Resources Director for Industrial and International sectors of Raychem, a Fortune 500 global corporation. He has extensive experience in labor relations as the Director, Labor Management Relations Department, Oakland Schools and Director, Employee and Labor Relations, Office of Personnel Management.

He has taught Graduate and Undergraduate courses and is a certified trainer in various subjects, including cultural awareness, interpersonal diversity, managing personal growth, negotiating labor agreements, resolving employee disputes, and Title VII of the Civil Rights Act of 1964. He is a member of the Labor Arbitration Panel of the American Arbitration Association.



HONORING NORMA L. GILL

A San Francisco Civil Service Success Story

The Civil Service Commission is honored to recognize the accomplishments of Norma L. Gill, Senior Personnel Analyst, Department of Transportation. Norma Gill's recent promotion to Senior Personnel Analyst is an inspiration to all City employees and living testimony that the San Francisco civil service merit system works.

Norma Gill began her distinguished career with the City and County of San Francisco in 1966 as a Clerk Typist in the Workers' Compensation unit of the Retirement System. During her career, Ms. Gill served in various positions; including senior clerk typist, personnel clerk, payroll clerk, and senior personnel clerk with the Department of Social Services, Community College District, San Francisco General Hospital, and Municipal Railway.

In October 1979, Ms. Gill's competence and conscientiousness in exercising her duties earned her the position of Senior Payroll & Personnel Clerk at the San Francisco Public Library. Ms. Gill continued to climb the civil service ladder in November 1981, when she was appointed Certification Supervisor of the Certification Unit of the Civil Service Commission. This position had for years been originally assigned to the personnel analyst.

Norma L. Gill is an outstanding professional woman exemplified by her tireless efforts to assist City employees and department heads in resolving complex personnel issues while ensuring fairness to all. She has brought dignity and prestige to public service because of her determination and commitment to the advancement of all employees.

Ms. Gill's promotion to Senior Personnel Analyst, Office Manager at the Department of Public Transportation, is a stellar achievement of someone who made every effort to improve herself through education, diligence, and hard work. This promotion is even more significant in light of her efforts and perseverance to attend classes and workshops to obtain the necessary formal educational requirements to advance in her career. Her perseverance is truly an inspiration and her promotion is well-deserved.

The members of the Commission extend their congratulations to Norma L. Gill and thank you for the opportunity to showcase your career as an example that the San Francisco civil service merit system works!




Mission Statement

To establish, ensure, and maintain an equitable and credible merit system for public service for the citizens of San Francisco. As such, the Commission Vision is that the San Francisco Civil Service Commission sets the new national standard for excellence in personnel management through an effective, fair, and modern system that recognizes and builds on the diversity, skills, and dedication of public employees, and consistently provides the best-qualified candidates for public service in a timely and cost effective manner.



Highlights of Fiscal Year 1996-97

- ☆ Reached and formalized the settlement agreement on contract language with the Service Employees International Union (SEIU) on issues involving the jurisdiction of the Civil Service Commission contained in a 1993 arbitration award.
- ☆ Continued and reinforced its emphasis on its major priority — a policy to reduce the number of classes in the City and County of San Francisco to less than 1,000.
- ☆ Conducted recognition elections for four Bargaining Units of Special Assistants.
- ☆ Made the necessary plans to finalize the Civil Service Commission Rules changes permitted under Civil Service Commission-initiated civil service reforms under Propositions C, D, and E (November 1991). These plans included a major effort by the Commission and its staff during Fiscal Year 1997-98 to institute and conclude the necessary meet and confer with employee organizations.
- ☆ Edited, updated, and republished the “Civil Service Merit System and Related Provisions of the 1996 Charter of the City and County of San Francisco.
- ☆ Assisted in classification planning to consolidate and abolish classes to create deep classes for Probation Officers and Personnel Analysts.
- ☆ Continued to explore the possibility of a major citywide classification study in an effort to streamline the City and County’s Classification Plan with the goal of containing personnel costs and to establish a modern classification system.
- ☆ Revised and published an updated Civil Service Commission Departmental Manual to describe and clarify departmental functions, policies, procedures, and staff assignments. Also included are all forms which have been updated.
- ☆ Moved and relocated the Civil Service Commission office from 401 Van Ness Avenue, Room 304, to 25 Van Ness Avenue, Suite 720.



Membership of the Commission

The Civil Service Commission is composed of five (5) members, each appointed to serve a six-year term. Commissioners presently serving on the Commission are:

☆ **Adrienne Pon** President, appointed September 1994 by Mayor Frank Jordan.

Commissioner Adrienne Pon is External Affairs Director for Pacific Telesis Group, parent company of Pacific Bell and now part of SBC Communications. As the corporation's liaison to statewide and national organizations, she works closely with community leaders and advocates to ensure that they have a voice in telecommunications and other public policy decisions. Ms. Pon previously served as the company's Local Government manager where she managed a statewide office responsible for monitoring issues, trends and legislation in all California cities and counties.

Ms. Pon is a long-time advocate for building networks to increase community access to resources and decision-making. She is active in numerous organizations, including: national chair of the Asian Pacific American Legal Women's Leadership Institute; chair of the National Asian Pacific American Legal Consortium National Advisory Council; trustee of The Women's Foundation; and board director/past chair of Asian Americans/Pacific Islanders in Philanthropy. She previously served as board director for Leadership California and as a member of the San Francisco Mayor's 1992 Advisory Committee for Proposition J - the Children's Amendment.

Born and raised in San Francisco, Ms. Pon holds a master's degree in Public Affairs & Public Relations and a bachelor's in Health Education. She is a former Loaned Executive to the United Way of the Bay Area and a graduate of the Coro Foundation and Leadership California public affairs programs. Commissioner Pon served two consecutive terms as Commission Vice President in 1994-95 and 1995-96.

☆ **A. Lee Munson** Vice-President, appointed March 1984 by Mayor Dianne Feinstein; reappointed October 1987 by Mayor Dianne Feinstein; reappointed October 1993 by Mayor Frank Jordan.

Commissioner A. Lee Munson is the President of his own management consulting firm which specializes in financial management and revitalizing under-performing organizations. He has extensive consulting experience in the public sector, including co-chair of the Task Force on Long Term Cost and Revenue Trends in San Francisco, a study by the Mayor's Fiscal Advisory Committee from 1990-92. In November 1991, he sponsored

Propositions C, D, and E which led to significant Civil Service Charter reform and also campaigned actively for Proposition B, which gave collective bargaining to the City's 16,000 miscellaneous employees. For ten years, Mr. Munson served as Vice President and Corporate Treasurer at Crown Zellerbach Corporation, a Fortune 150 multinational forest products company. Earlier, he held the same position with Fairchild Camera & Instrument Corp., a multinational manufacturer of semiconductors and electronic systems. Mr. Munson received a Bachelor of Arts degree from Amherst College and a Masters of Business Administration with Distinction from Harvard Business School. Commissioner Munson served twice as Commission Vice President in 1986-87 and 1989-90, and served two terms as Commission President in 1987-88 and 1990-91.

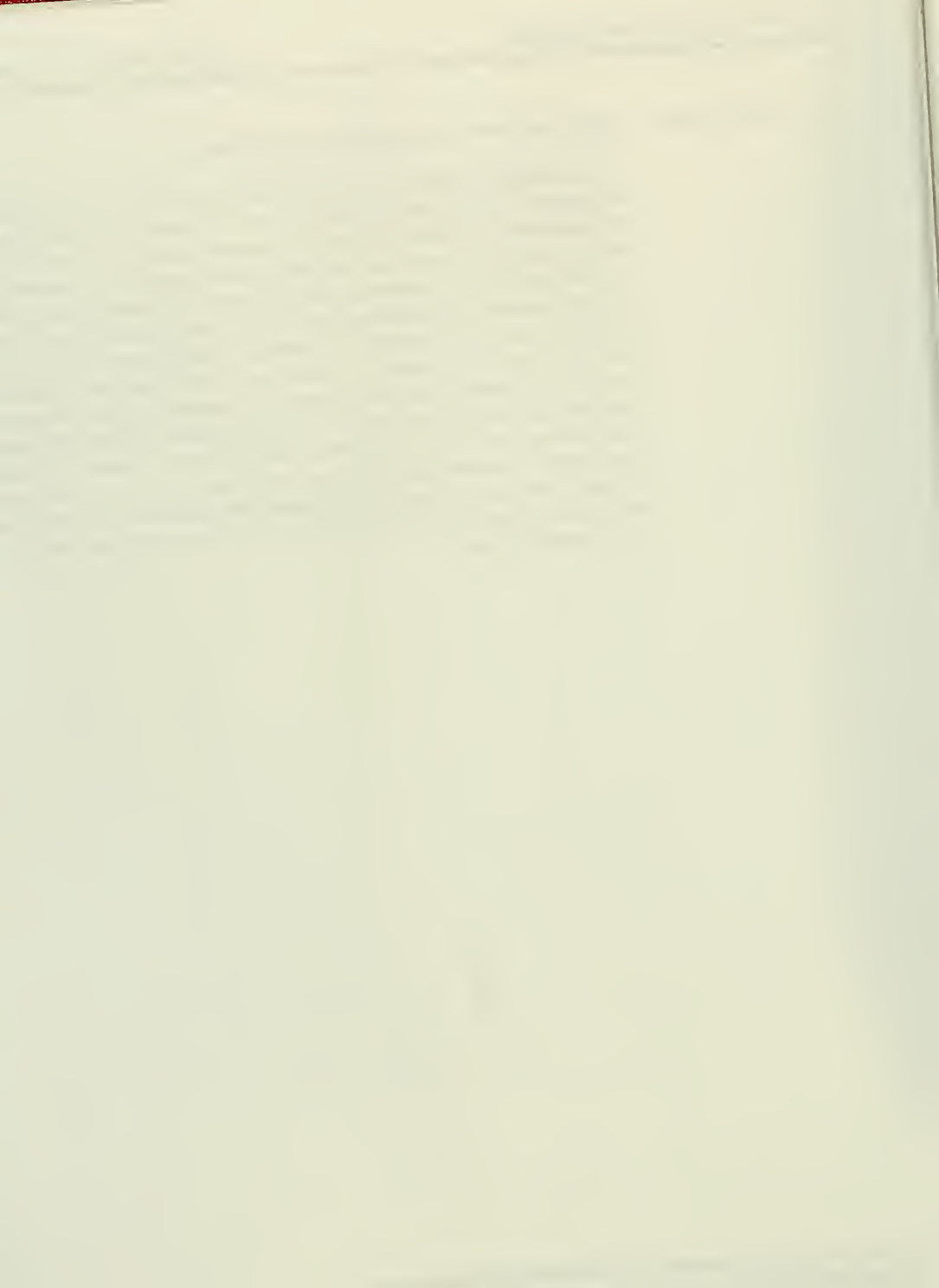
☆ Karen Clopton

Appointed October 1993 by Mayor Frank Jordan.

Commissioner Karen V. Clopton, a Special Labor and Employment Counsel, is an employment law and traditional labor relations expert with more than fourteen years experience in the field. She exclusively represents, advises, and counsels management clients in all aspects of employment and labor relations matters, including discrimination litigation, racial and sexual harassment actions, and wage and hour claims in both union and union-free environments. Ms. Clopton represents employers in collective bargaining, representation cases, arbitrations, mediations, and secondary boycotts and picketing cases. She was a former trial attorney with the National Labor Relations Board in its Washington D.C., Oakland, and San Francisco offices and the former Executive Director of Internal Dispute Resolutions. Ms. Clopton is an accomplished lecturer and conducts management training on workplace diversity and discrimination issues, sexual harassment prevention and investigation policies, and preventative labor relations. She serves on the faculty of San Francisco State University's College of Extended Learning and teaches labor law and human resource management. She is a member of the Board of Governors of the Lawyers Club of San Francisco. She is a graduate of Vassar College (cum laude) and the Antioch School of Law and was awarded the highly competitive Maguire Fellowship by Vassar College for postgraduate study in international and comparative labor-management relations in London, England. Commissioner Clopton served an unprecedented two consecutive terms as Commission President in 1994-95 and 1995-96.

☆ **George Kosturos** Appointed October 1993 by Mayor Frank Jordan.

Commissioner George Kosturos, a native San Franciscan, is a retired Public Accountant who previously headed his own accounting firm for 45 years. He graduated from Mission Dolores Grammar School and Sacred Heart High School. He received his Bachelors of Science degree in Accounting from the University of California at Berkeley, and is a life member, University of California Alumni Association. He was on the track team at Sacred Heart High School and the University of California at Berkeley and is a two term past president of the Society of California Accountants, San Francisco Chapter. Mr. Kosturos has been an active participant in political campaigns since 1945, including former Mayors George Christopher, Dianne Feinstein, Frank Jordan, the late City Attorney George Agnost, President Dwight Eisenhower, President Richard Nixon, and many others. Mr. and Mrs. Kosturos, the former Dolores Kallas, recently celebrated their 52nd wedding anniversary. They have two living children, four grandchildren, and one great granddaughter.



CIVIL SERVICE: THEN, NOW & NEXT

Civil Service 1900: Then

January 5, 1900: Civil Service Comes to San Francisco

The San Francisco Civil Service Commission was established in 1900, simultaneously with the establishment of the merit system for the City and County of San Francisco. This makes the Civil Service Commission one of the oldest in the country, pre-dated only by just a few years by Chicago, New York, and a few other Eastern municipalities. However, San Francisco has the oldest civil service system West of the Mississippi!

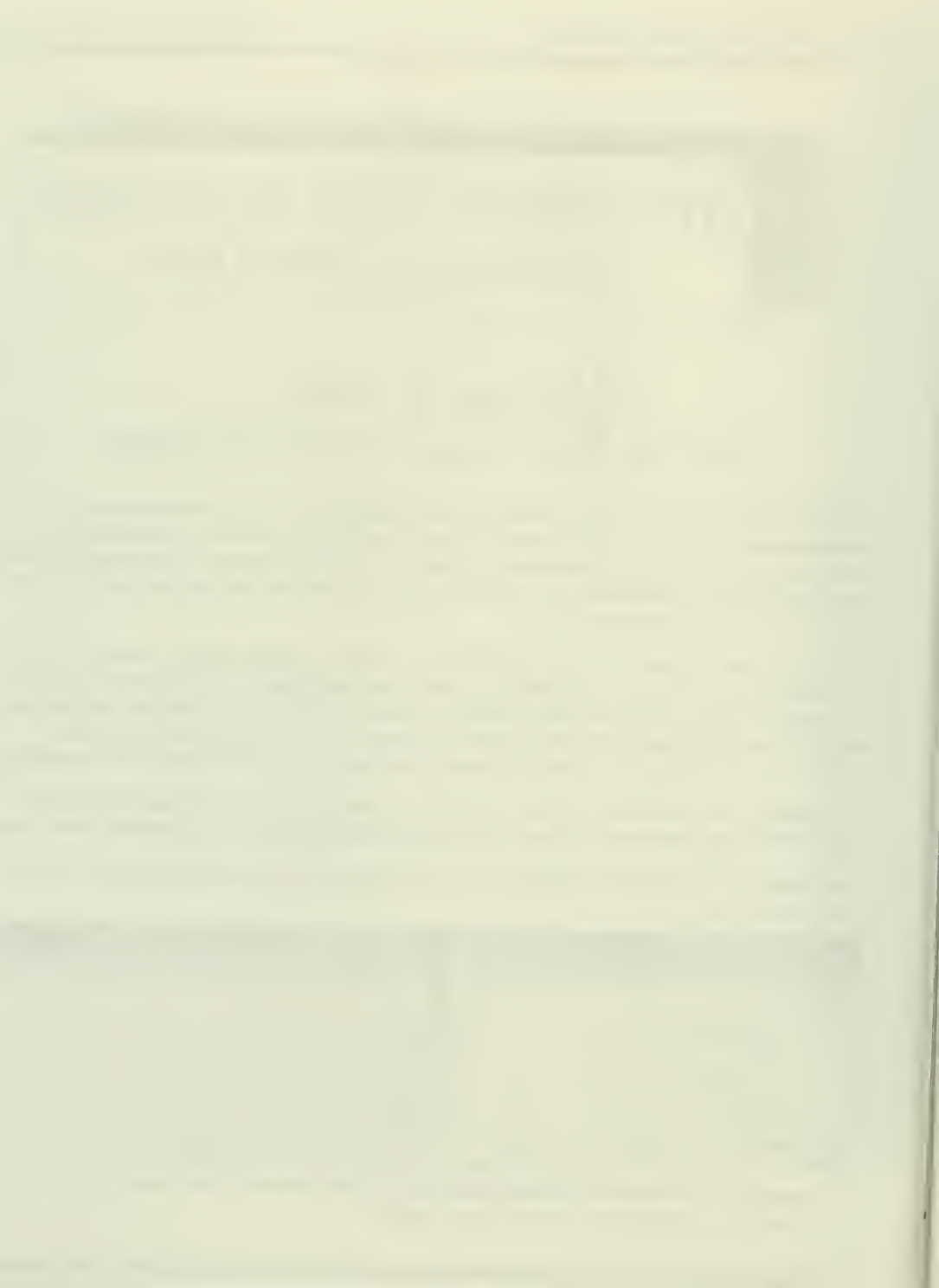
The first members of the Commission, which up until 1975 consisted of three members were P.H. McCarthy, John E. Quinn, and Richard Freud, who were appointed by Mayor James D. Phelan on December 30, 1899. The Commission formally organized on January 5, 1900, with the election of Richard Freud as president. The first competitive examination was held on January 8, 1900, and as a result, Edward F. Moran was appointed "Chief Examiner and Secretary" of the Commission.


The offices of the Commission opened to the public at noon, January 8, 1900, and by 5:00 p.m., 621 Laborers applications were received and hundreds of applications for examinations were issued.

The budget for that first fiscal year (January 5, 1900 to June 30, 1900) of operation totaled \$4,839.67 and is detailed below:

CSC Budget – Year 1900		
Expense	Amount	Total
Salaries		
Commissioners	\$1,800.00	
Chief Examiner	1,200.00	
Clerk	600.00	
Stenographer	375.00	\$3,975.00
Stationery	1,021.92	
Value of stock on hand	350.00	671.92
Miscellaneous	192.15	192.15
Total		\$4,839.67

It is interesting to note that the salary of Civil Service Commissioners in 1900 was \$100 per month. In 97 years, the Commissioners have yet to get a raise!





CIVIL SERVICE: THEN, NOW & NEXT

Civil Service 1997: Now




Responsibility

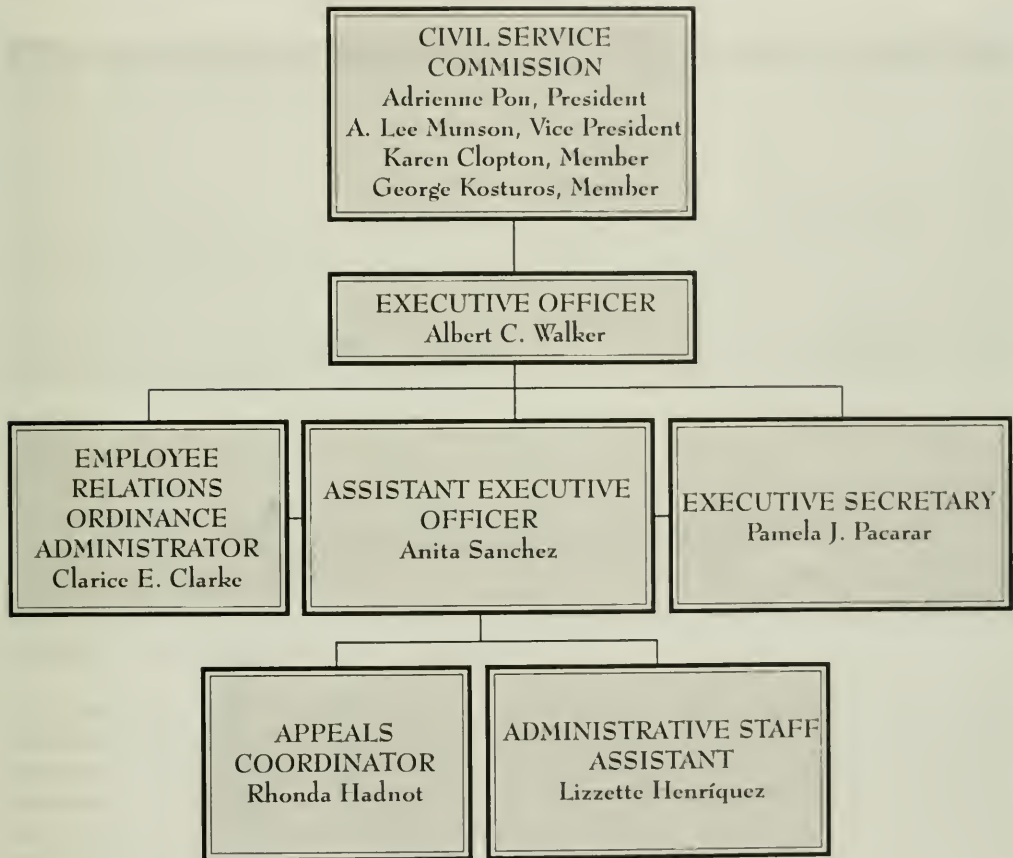
After 93 years as a separate entity, Proposition L (November 1993) bifurcated the Commission and a small cadre of support staff from the remainder of the former administrative agency which became the new Department of Human Resources. The Department of Human Resources was charged with the administrative functions, such as position classification, examinations, certification of eligibles, etc. The Civil Service Commission, relieved of its direct responsibility over these administrative functions, became an appeals and policy-making board to oversee, regulate, and serve as final arbiter of the City and County of San Francisco civil service merit system by:

- ✧ Promulgating Rules, policies, and procedures to establish the framework for the operation of the City and County personnel system. As such, the Commission approves Rules and procedures governing Equal Employment Opportunity and Affirmative Action, applications, examinations, eligibility, duration of eligible lists, appointments, promotions, transfers, resignations, and related personnel matters;
- ✧ Considering of appeals of administrative actions, including discrimination complaints, and rendering final and binding decisions;
- ✧ Investigating and resolving charges of unfair labor practices, and complaints of discrimination, sexual harassment, and otherwise prohibited nepotism and favoritism.
- ✧ Instituting legal proceedings, if necessary, to abate violations of the Civil Service merit system provisions of the City and County Charter and Commission regulations.
- ✧ Directing the Human Resources Director to take such action as the Commission believes necessary to carry out the civil service merit system provisions of the Charter.

The Civil Service Commission, after almost a century operating within a specific framework and now relieved of the majority of its administrative responsibilities, has enthusiastically begun the arduous process of redefining its role and concentrating on its Charter functions. Essentially, the Commission has begun to focus on formulating policy and creating the structure for the personnel system of the City and County. This is evident through several examples discussed throughout this Annual Report.



Organization Chart



Albert C. Walker, Executive Officer
Clarice E. Clarke, Employee Relations Ordinance Administrator
Rhonda Hadnot, Appeals Coordinator
Lizzette Henriquez, Administrative Staff Assistant
Pamela J. Pacarar, Executive Secretary
Anita Sanchez, Assistant Executive Officer





Budget

The Fiscal Year 1996-97 budget appropriation was as follows:

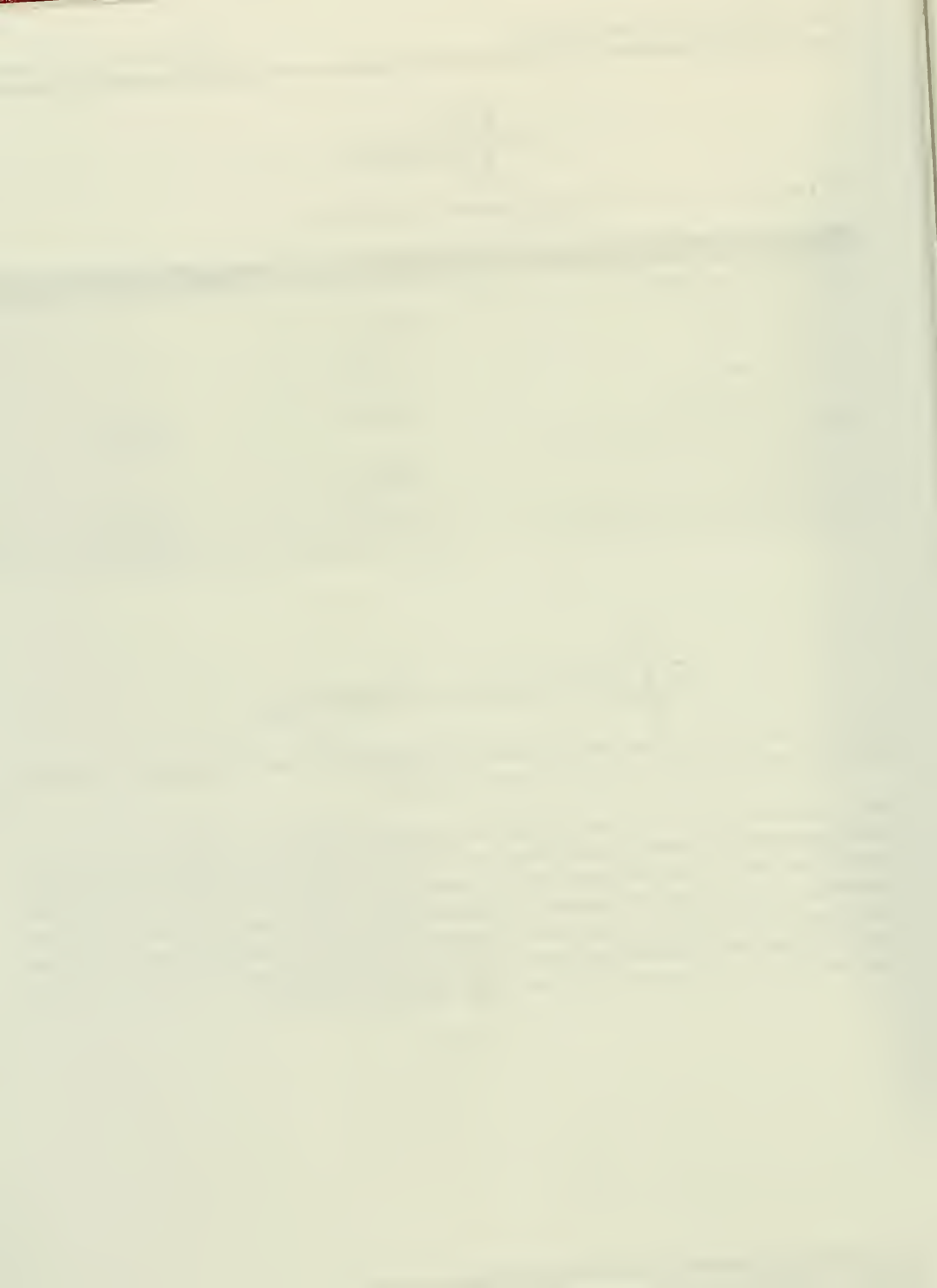
Account	Adopted Budget	Total
Salary & Fringe Benefits		
Permanent	\$363,517	
Temporary	3,000	
Premium	2,000	
Fringe Benefits	83,095	\$451,612
Special and Professional Services		
Professional Services	86,544	
Training	301	86,845
Total Budget Appropriation		\$538,457




Commission Meetings

The Civil Service Commission held a total of 33 meetings during Fiscal Year 1996-97. Of the 33 meetings, 19 were regular and 14 were special meetings.


The Commission meets to review requests for hearing of employee separations from service, classification appeals, certain compensation appeals, appeals of the Human Resources Director's decisions on certain administrative matters, examination appeals, and proposed Civil Service Commission Rule changes, and proposed Charter amendments. The Commission also certifies the rates of pay for Police Officers, Firefighters, Registered Nurses and Transit Operators. In addition, the Commission sets the salary and benefits of all elected officials of the City and County of San Francisco within the parameters established by Charter Section A8.409-3.





Oversight of the Merit System

Oversight by Rules



Civil Service Commission Rules Making Authority

The City and County of San Francisco Charter delineates the responsibilities of the Civil Service Commission as specified in Section 4.101, 4.102, 10.100, and 10.101. Further, Charter Section AS.409-3 (Proposition B [11/91] and F [11/94]) also outlines those matters within the jurisdiction of the Civil Service Commission which establish, implement, and regulate the Civil Service Merit System and which are not subject to bargaining. These exemptions from collective bargaining are known as the Civil Service "Carveouts" and include:

- ✧ the authority, purpose, definitions, administration, and organization of the merit system and the Civil Service Commission;
- ✧ policies, procedures, and funding of the operations of the Civil Service Commission and its staff;
- ✧ the establishment and maintenance of a classification plan, including the classification and reclassification of positions and the allocation and reallocation of positions to the various classes;
- ✧ status rights;
- ✧ the establishment of standards, procedures, and qualifications of employment, recruitment, application, examination, selection, certification, and appointment;
- ✧ the establishment, administration, and duration of eligible lists;
- ✧ probationary status and the administration of probationary periods, except duration, pre-employment and fitness for duty medical examinations, except for the conditions under which referrals for fitness for duty examinations will be made, and the imposition of new requirements;
- ✧ the designation of positions as exempt, temporary, limited tenure (provisional), part-time, or permanent;
- ✧ resignation with satisfactory service and re-appointment;
- ✧ exempt entry level appointment of the handicapped;
- ✧ approval of payrolls, and
- ✧ conflict of interest



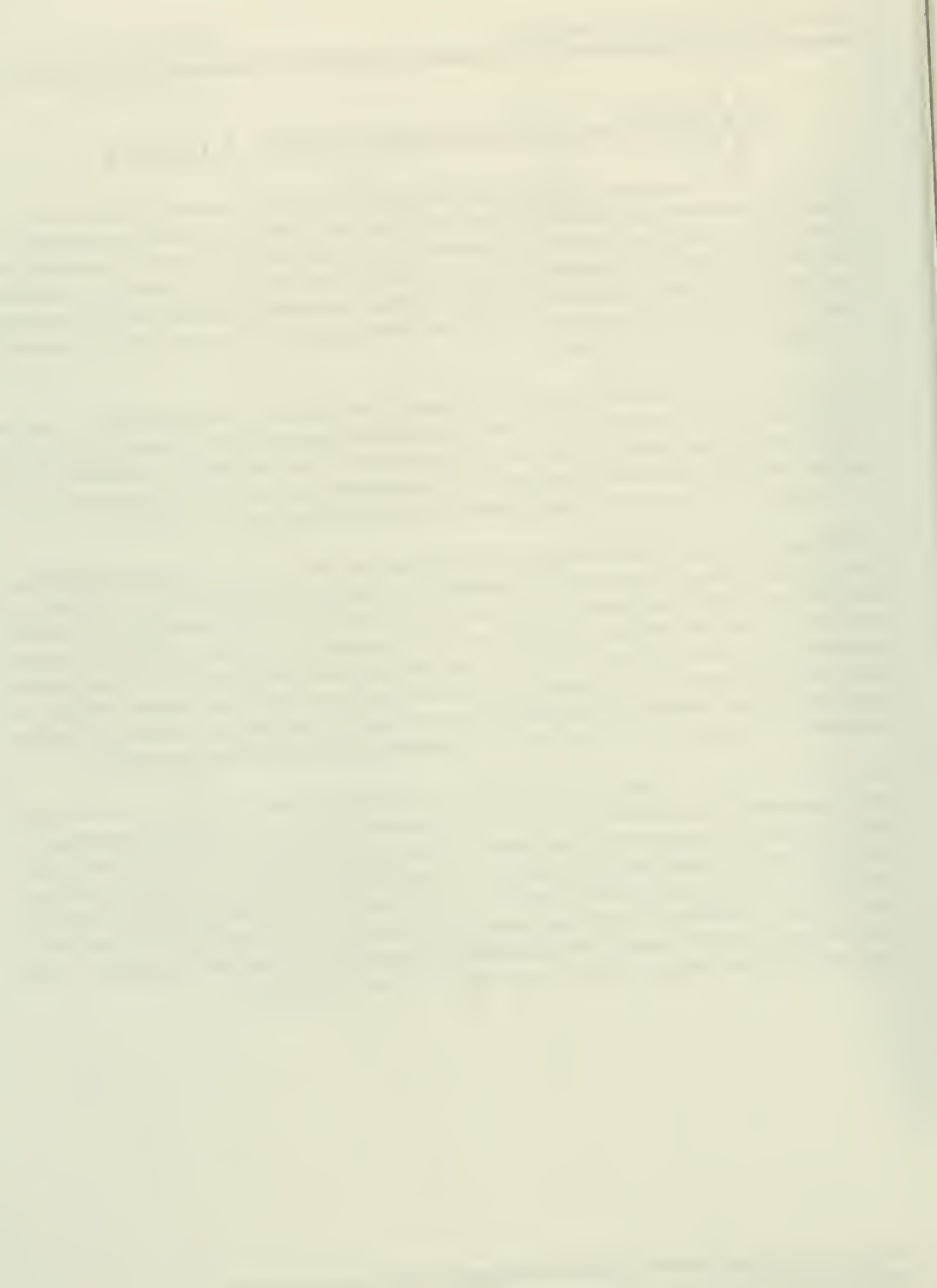
Civil Service Commission Rules Changes


Foremost in the Commission's agenda is to overhaul the Civil Service Commission Rules, not only to protect the civil service merit system, but to control costs which result from practices which may not be conducive to the efficient operation of a department. In these times of diminishing resources, the Civil Service Commission recognizes the need to control personnel costs, to make our workforce more efficient by providing managers with the necessary tools which conform with and anticipate changes in the work environment so as to avoid expending unnecessary personnel time and resources on duplicative or archaic practices.

In this regard, the Civil Service Commission, beginning in the Spring of 1994, focused to review the Civil Service Commission Rules in their entirety and related policies and procedures. The goal is to provide departmental managers with the tools they need and want and which will enable them to operate their departments in an improved and appropriate manner. Therefore, the ongoing task is to move towards the abbreviation, simplification, and continuous updating of the Rules.

To date, approximately 35 Rules changes have been developed and reviewed. These Rules implement not only those changes resulting from Propositions C, D, and E (11/91), Proposition L (11/93) and additional procedural changes which have resulted from the City and County's new phase of contract negotiations, but also overhaul other Rules which warranted review in an effort to eliminate redundancy and obsolescence. To date, seven Rule changes were promulgated. These Rules changes have also been referred to the Department of Human Resources, Employee Relations Division, for determination and completion of meet and confer or consultation obligations. It is estimated that the majority of the overhaul to the Rules will take approximately two more years to complete.

In addition, nine Rule changes are currently in working groups or being revised for final recommendation to be submitted to the Civil Service Commission for referral to the Department of Human Resources, Employee Relations Division. These Rules changes include a new Classification and Status Rule and significant amendments to the Probationary Period Rule. Also, the Rules were recodified and reallocated to make them easier to apply and use in the new collective bargaining environment. These Rules changes contribute to the Civil Service Commission's ultimate goal of reducing the number of classes by broadening the rules governing certification of eligibles from lists and narrowing the "bumping" between departments of laid off employees.

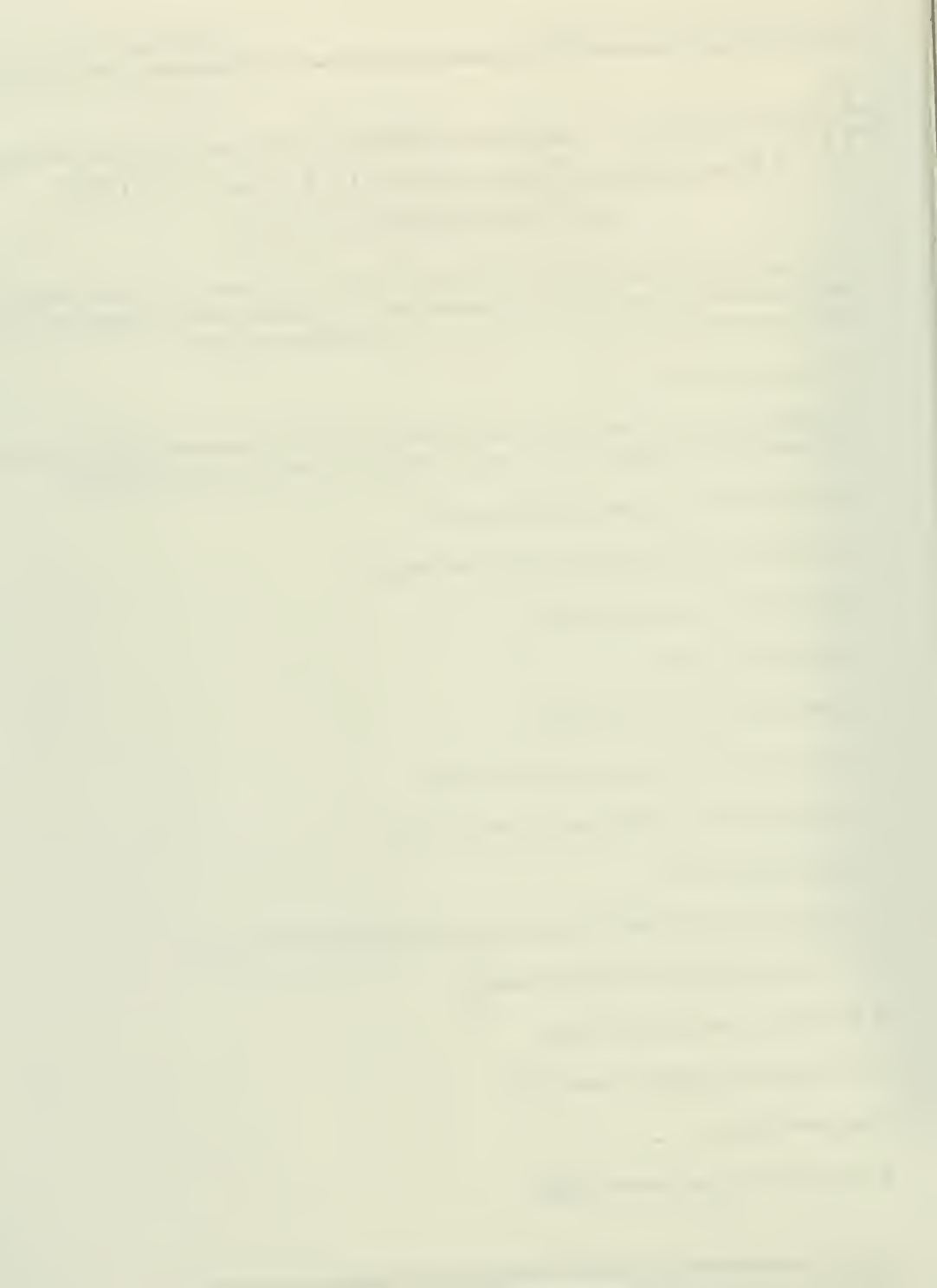




Civil Service Commission Rules Changes Incorporating Changes from Propositions C, D, and E (11/91) and Proposition L (11/93)

The following Rule changes/deletions were referred to either the Department of Human Resources, Employee Relations Division, or to its predecessor Employee Relations Division, Mayor's Office, for determination and completion of meet and confer or consultation obligations.

- ☆ Definitions (amend)
- ☆ Separation Hearings and Procedures, Section 6.06 - Procedure for Dismissal of Regular Permanent Employees Except Members of the Uniformed Ranks of the Police and Fire Departments.
- ☆ Dismissal Duration Probation Period (amend)
- ☆ Examination Announcements and Applicants (amend)
- ☆ Qualification of Applicants (delete)
- ☆ Examinations (amend)
- ☆ Examinations of Applicants (delete)
- ☆ Protest of Written Questions and Answers (delete)
- ☆ Veterans Preference in Examinations (amend to 9A)
- ☆ Eligible Lists (amend)
- ☆ Promotional Examinations for Employees on Military Leave (amend to 9B)
- ☆ Protest of Tentative List of Eligibles (delete)
- ☆ Duration of Lists of Eligibles (delete)
- ☆ Certification of Eligibles (Section 11.02)
- ☆ Appendix (amend)
- ☆ Limited Tenure Appointments (delete)



- ☆ Appointments (amend)
- ☆ Temporary and Emergency Appointments (delete)
- ☆ Probationary Period (amend)
- ☆ Appendix - Probationary Period (members of the uniformed ranks of the San Francisco Police Department, the San Francisco Fire Department, the Airport Police, and the Deputy Sheriff series).
- ☆ Leaves of Absence (amend)
- ☆ Layoff and Involuntary Leave (amend)
- ☆ Return-to-Work Program (new) The following Rule changes/deletions were referred to either the Department of Human Resources, Employee Relations Division, or to its predecessor Employee Relations Division, Mayor's Office, for determination and completion of meet and confer or consultation obligations.
- ☆ Certification from Eligible Lists for Classes 1823 Senior Administrative Analyst and 1824 Principal Administrative Analyst (expired)
- ☆ Certification of Eligibles for Classes Represented by SEIU (expired)
- ☆ Eligible Lists, Extension of Eligibility (amend)
- ☆ Certification of Eligibles, Certification Rules (amend)
- ☆ Appointments, Exempt Appointments (amend)
- ☆ Equal Employment Opportunity (amend)
- ☆ Transport Workers Union - San Francisco Municipal Railway Trust Fund (amend)



Civil Service Commission Rules to be Deleted

The following Rule deletions were referred to the Department of Human Resources, Employee Relations Division, for determination and completion of meet and confer or consultation obligations.

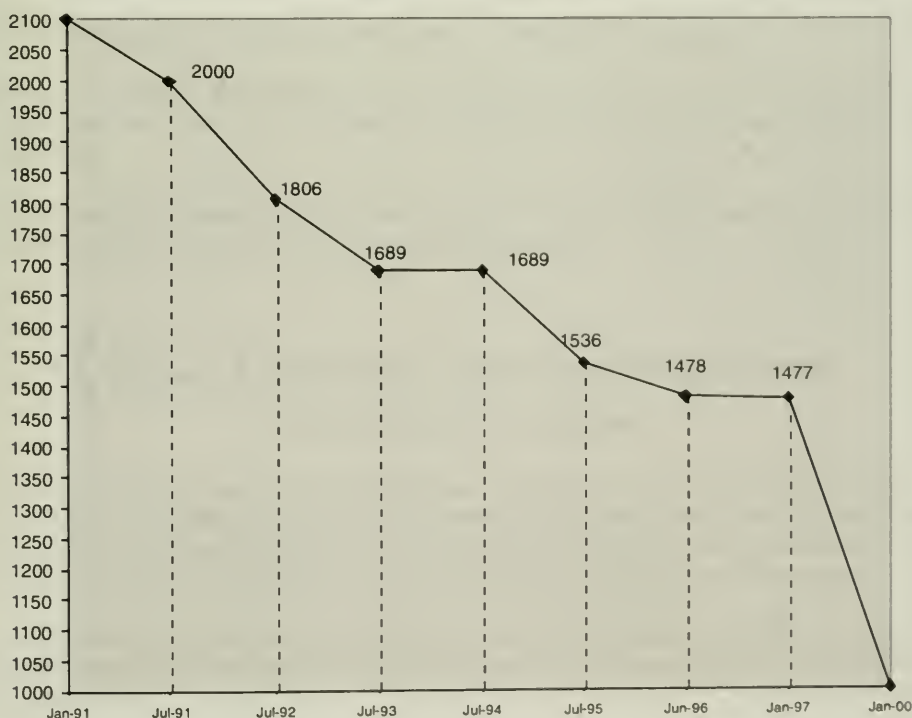
- ☆ Promotional Examinations for Employees on Military Leave
- ☆ Appendix I - Promotional Examinations for Employees on Military Leave
- ☆ Employee Relations - Grievance Procedure
- ☆ Standing and Special Committees
- ☆ Apprenticeship Program
- ☆ Temporary Exchanges for Training Purposes
- ☆ Employee Training Reimbursement Program
- ☆ Personnel Service Records
- ☆ Overtime

Oversight By Policy and Procedure: An Effective Classification Plan

Class Consolidation Priority

The Civil Service Commission has launched a major program to reduce the number of City and County classes to 1,000 or fewer by the year 2000. The Commission continues to aggressively pursue this goal directing its efforts towards rules, policies, and procedures which facilitate classification transactions through consolidation of classes and by eliminating duplicative or obsolete job classifications. The City now has approximately 1,478 classes, down 622 from over 2,100 in a 1991 peak (a 30% decrease). The Commission continues to aggressively pursue this effort to reach the goal of 1,000 by the year 2000, thereby realizing a significant cost savings and improved efficiencies in the way the City and County manages its personnel.

Class Consolidation






Citywide Classification Study

Analogous to the Commission's goal of reducing the number of classes is the Commission's launching of a project which is intended to bring the City and County's classification system into the 20th century. The Commission recognizes the need for a modern classification system, with fair and up-to-date classifications for City and County positions, which are the essential building blocks for a fair and credible merit system.

To this end, the Commission formed a Classification Coordinating Working Group, which includes Commissioners, senior Commission staff, and senior managers of the Department of Human Resources. The Working Group developed a proposal for a comprehensive Citywide Classification Study. The Study, to be conducted over the next several years, in three phases, has the following goals:

- ☆ Develop an overall architecture for a new classification system;
- ☆ Audit the more than 1,500 classes in the current system, and consolidate or reduce the number of classes where appropriate to less than 1,000;
- ☆ Provide support for more effective management of compensation programs;
- ☆ Introduce a modern and well-accepted classification system that supports the principles and goals of the merit system with its related Equal Employment Opportunity and Affirmative Action objectives;
- ☆ Realize significant savings for the City and County through more flexible personnel assignments, broader classes, and efficient, but lower examination costs.



Personal Services Contracts: Streamlined Processing Procedures

The Civil Service Commission reviews proposed personal services contracting decisions to determine whether it has jurisdiction to provide the needed services through the classified civil service. Personal services contracts include agreements for services paid by the City and County of San Francisco with individuals, companies, corporations, non-profit organizations, and other public agencies.

The Commission's role is distinguished from the roles of the City and County departments, other commissions, the City Administrator (CA), the Purchaser, and the Human Rights Commission (HRC) in that the Civil Service Commission is not concerned with the selection of individual contractors.

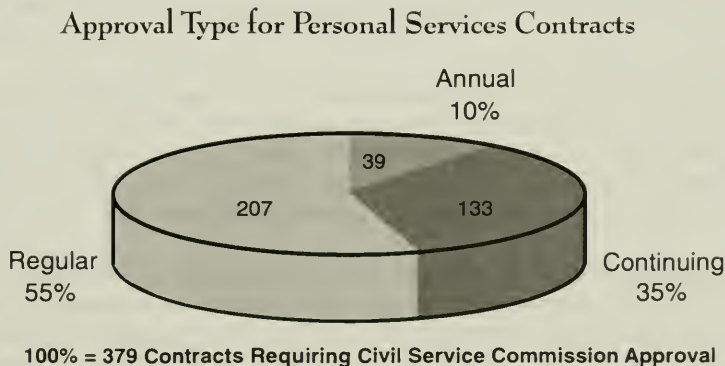
Rather, the role of the Civil Service Commission is to determine whether the circumstance pertaining to the need to provide services in a particular situation (or situations) warrants the use of a personal service contract or contractors in lieu of civil service employees. The Commission's role and responsibilities are in accordance with the City Attorney opinions and are consistent with the objectives of Proposition L (11/93) in that it places the Civil Service Commission in a policy-making, rather than an administrative role relative to personal services contracting.

One major example of the Civil Service Commission's acceptance and application of its new role is in its oversight of the personal services contracts. On December 5, 1994, the Commission adopted revised procedures which became effective on January 1, 1995. The revised procedures streamlined and expedited the processing of personal services contracts by eliminating a significant amount of bureaucratic red tape. This was accomplished without loss of the monitoring and auditing of the contracting procedure placed by the Charter in the Commission's jurisdiction.

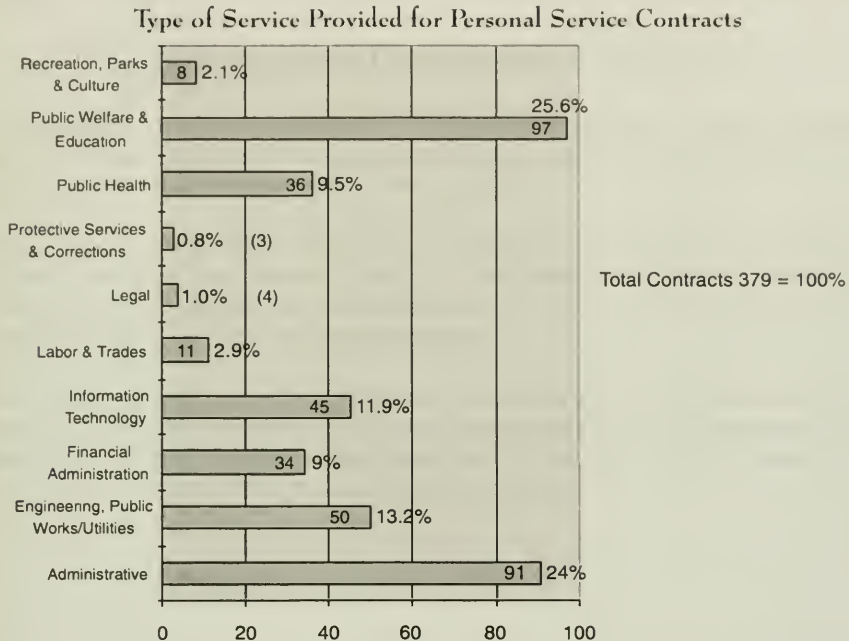
Briefly, the intent of the new procedures are to:

- ☆ streamline the Civil Service Commission approval process for personal services contracts;
- ☆ create a Personal Services Contracts approval option that was consistent with the City and County's budgetary process by providing departments with the ability to include contracted services as part of the departmental budget when being submitted to the Mayor's Office;
- ☆ develop a Personal Services Contract appeal procedure to alleviate the need for department representatives to attend Civil Service Commission meetings when there is no objection to Personal Services Contracts they have submitted for approval.

The following chart is a breakdown of the approval types for personal services contracts.



Below is a breakdown of the type of service provided for personal services contracts:




The Civil Service Commission received and reviewed for recommendation, the Department of Human Resources' report on the personal services contracts procedures.


The changes proposed by the Department of Human Resources were reviewed. Although significant headway has been made to further streamline the personal services contracts procedures, several issues are still pending which require further review. One procedure, however, which was unanimously agreed should proceed is the implementation of a ratification agenda for all personal services contracts.

The intent of the ratification agenda is to diminish the need for departments to send departmental representatives to Civil Service Commission meetings when no appeal of a personal services contract is received by the Department of Human Resources during the required posting period. The implementation of a ratification calendar will preserve time for those departmental staff who are usually required to attend Commission meetings for personal services contracts.

Although the ratification agenda will not preclude members of the public from severing proposed personal services contracts and making comments, it will encourage individuals to file an appeal within the contract posting period rather than waiting until the item is before the Commission to voice concerns.



Oversight Through Hearings and Appeals




Civil Service Commission Appeals

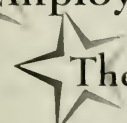
The Charter provides that a major duty of the Commission is to consider appeals of administrative actions. Consideration of appeals is a major method for the Commission to monitor the status of the merit system and provide oversight of that personnel system.

The Commission received a total of 143 appeals and requests for hearings during Fiscal Year 1996-97. Of these, the Commission reviewed a total of 77 items, which included 47 employee separations and 30 appeals. Many appeals were successfully resolved administratively and did not require a Civil Service Commission hearing or are still pending.

The Commission reviewed the following types of employee separations from service: entrance probationary; promotive probationary; automatic resignations due to abandonment of position; terminations of temporary employees appointed from civil service lists, resignations certified as services unsatisfactory; and dismissals of permanent employees.




Employee Relations Ordinance Administration



The Civil Service Commission as the Neutral


The Civil Service Commission maintains an Employee Relations Program which revolves around the administration of certain important aspects of the City and County of San Francisco's Employee Relations Ordinance (ERO). The ERO was adopted October 9, 1973 to carry out the provisions of the Meyers-Milius-Brown Act, the State's Labor Relations Act for local government employees. This Ordinance is part of the Administrative Code and authorizes the Commission to perform functions required for ERO administration.

The Commission is both neutral and impartial in its role of providing a reasonable foundation to resolve labor relations disputes. One goal of the ERO is to promote communication between the City and its employees and their representative employee organizations. Civil Service Commission Rule 7- Rules Related to the Employer-Employee Relations Ordinance, was adopted to provide specific administrative procedures to carry out these functions which were assumed by the Commission in August 1976.



Duties and Authority


Employee Relations Ordinance Administration consists of various functions assigned to the Civil Service Commission by the City's Employee Relations Ordinance. These include, but are not limited to, investigating charges of Unfair Labor Practices filed by City employees or Union representatives; act as a mediator when requested by parties; review, process, and research complaints regarding the assignment of classes to bargaining units and designation of positions; conduct secret ballot elections to ascertain which employee organization represents a majority of the employees in a particular representation unit, or to arrange for the election to be conducted by a mutually agreed upon third party; certify as the recognized employee organization of a representation unit that employee organization which has a majority of the employees in such representation unit as determined by a secret ballot election to determine the official employee organization for city employees; decertify as the recognized representative an employee organization which has been found by election no longer to be the majority representative in a particular representation unit; research historical records to ascertain the appropriate representative; review and determine requests for approval of affiliations or mergers between union organizations; arrange for Administrative Law Judge hearings and carry out other matters related to the holding of hearings; and provide information and technical assistance to City personnel and Union representatives regarding matters delegated to the Civil Service Commission by the Employee Relations Ordinance.



Unfair Labor Practice Charges

Staff investigates charges of Unfair Labor Practices. A charge may be filed by an employee or group of employees, an employee organization or management. Staff will determine if an unfair labor practice has been committed. A charge must be filed on the prescribed form and contain sufficient information to allow staff to start an investigation. Staff investigates the charge with the purpose of determining if the allegations constitute a "prima facie" case. If there appears to be a valid case, staff attempts to mediate the dispute between the parties. If the parties do not agree to mediation or attempts are not successful, the charge is referred to an Administrative Law Judge for hearing and final determination. If a "prima facie" case is not found, the charge is dismissed by staff.

In Fiscal Year 1996-97, 14 Unfair Labor Practice Charges were investigated and a total of 4 Unfair Labor Practice Charges were resolved.



Bargaining Unit Assignments

This function involves the placement of classes into bargaining units. This is carried out in accordance with the ERO which outlines 15 bargaining units, some of which are divided into sub-units. These units are composed of classes with similar duties and responsibilities for negotiation purposes.

In November 1991, the passage of Proposition B made it possible for all employees of the City and County of San Francisco not only to be represented by a recognized employee organization, but also to collectively bargain for all terms and conditions of employment. When this change initially occurred, the Civil Service Commission, under the authority of the ERO, Civil Service Commission Rule 21, and the Administrative Code, made approximately 556 bargaining unit assignments involving a myriad of classes. Of the 556 bargaining unit assignments made, over 280 classes were protested by individuals or employee organizations.

Since the initial flurry of over 280 classes involved in bargaining unit assignment complaints, approximately 79 classes have not been settled through voluntary mediation between the Civil Service Commission as the neutral, Department of Human Resources, Employee Relations Division (HRD/ERD), and various labor organizations. Through an ongoing process of voluntary mediation that spans almost five years, the involved parties have 74 classes remaining to resolve.

In Fiscal Year 1996-97, Civil Service Commission staff sent 1 Bargaining Unit Assignment Complaint to hearing before an Administrative Law Judge. The hearings began on November 11, 1995 with the Administrative Law Judge rendering a determination on October 25, 1996. The Administrative Law Judge's determination is under appeal.



Management, Supervisory, Confidential Designations

The Employee Relations Division of the Department of Human Resources is responsible for placing Management, Supervisory, or Confidential designations to specific positions after consulting with department heads. The ERO specifies that certain employees may be designated as "Management," "Supervisory," or "Confidential" because of the nature of their functional role within a department. Designation assignments may be protested by filing a complaint with the Civil Service Commission. Staff reviews these complaints, and attempts to mediate the dispute. If mediation is not possible, staff arranges for the issue to be submitted before an Administrative Law Judge for hearing and final determination.



Recognition Elections: Employee Organization Certification or Decertification

A registered employee organization may petition to become the recognized representative for a Bargaining Unit composed of classes with similar duties and responsibilities. Formal recognition of an employee organization entitles it to rights and responsibilities as specified in the ERO.

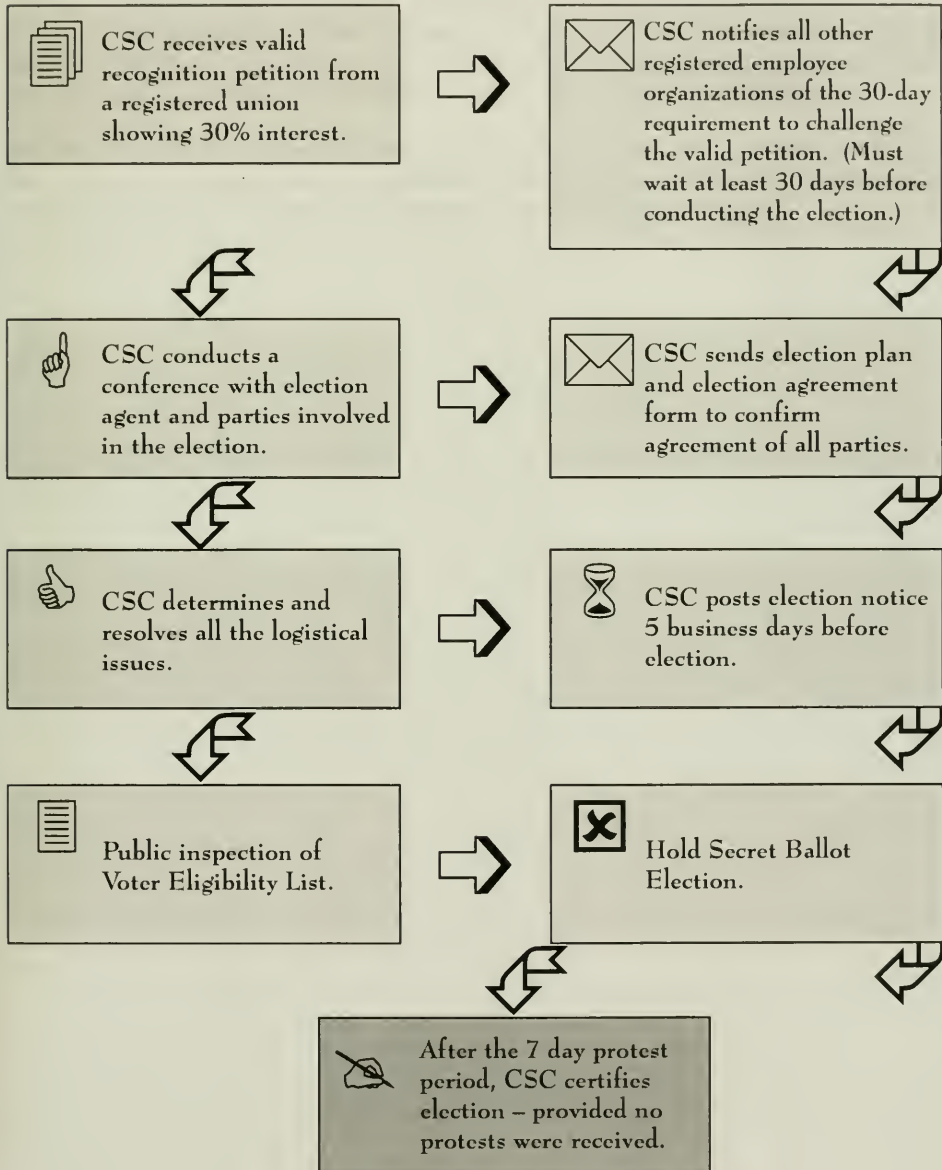
Upon receipt of a valid petition requesting recognition and completion of the procedural requirements, staff conducts a secret ballot election. The results of the election is determined by the majority of the valid ballots cast. If a majority vote can not be determined, a run-off election is held.

In addition, staff may conduct decertification elections. This occurs when a group of employees or an employee organization submits proof that a sufficient number of the affected employees no longer wish to be represented by a particular organization. Staff will then conduct a decertification election usually coupled with a recognition election on the same ballot.

In Fiscal Year 1996-97, the Civil Service Commission conducted a number of recognition elections and a decertification election. The decertification election resulted from a valid petition submitted by members of the Firefighters Management Bargaining Unit F-3 to decertify the Municipal Executives' Association as their bargaining representative. The election resulted in Municipal Executives' Association remaining as the certified recognized employee organization.

During the fourth quarter of the year, the Civil Service Commission received valid initial and challenging petitions from International Federation of Professional & Technical Engineers (IFPTE/AFL-CIO), Local 21 and the Municipal Executives' Association for Special Assistant Bargaining Units 4-D, 8-I, 11-G, and M-SA recognition elections. The elections resulted in the certification of MEA as the employee organization representing Bargaining Unit M-SA and Local 21 representing Bargaining Units 4-D and 11-G. A majority vote was not determined in the election for Bargaining Unit 9-I. Therefore, staff is prepared to conduct a run-off election during the first quarter of Fiscal Year 1997-98.

Election Process






Affiliation or Merger of Labor Organizations


The ERO authorizes the Commission to certify employee organizations when they merge or affiliate with other employee organizations. A merger occurs when two (2) or more employee organizations become a single new legal entity. The absorbed union(s) loses recognition for all its recognized bargaining units as recognition is transferred to the newly merged organization.

An affiliation is the joining or association of an employee organization with another organization. The employee organization remains a legal entity, but its name may change. This organization would retain recognition for its designated bargaining units under the new name.



CIVIL SERVICE: THEN, NOW & NEXT

Civil Service 2000: Next



What will the San Francisco Municipal Civil Service look like in the Year 2000?



The Work Force

The San Francisco Municipal civil service work force in the year 2000 and the labor pool available to it will generally reflect the San Francisco population and the labor pool throughout the United States.

In a 1988 publication, the U.S. Department of Labor predicted that nearly 85% of new workers will be African-American, native-born women, Hispanic, Asian, and other non-White immigrants.

Therefore, throughout the remainder of the 90's, City and County managers and employees will be challenged by significant changes in work force demographics. The challenges of what has been labeled as the new "American Dilemma" should be viewed as opportunities to change the way we do things. Healthy, planned change will enhance the City and County's civil service culture in ways that allow its members to appreciate differences in values, attitudes, and styles of behaving and communicating at work.

Strategically planned change will allow the City and County to control its performance, productivity, and ability to manage diversity. Not only does managing diversity support equal opportunity regulations, but it makes good sense.



Equal Employment Opportunity

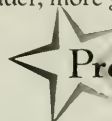
Equal employment opportunities consistent with merit principles shall be an integral part of all aspects of personnel management throughout the balance of the 90's to the year 2000. It shall include outreach recruitment to attract groups which are substantially underrepresented; continuing the removal of artificial barriers to entry and achievement; upward mobility programs; and the

development and implementation of other processes and procedures to insure equal employment opportunities for all.



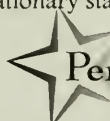
Classification

With the broader certification rules now permitted and the elimination of other factors which give rise to a proliferation of classes, there will be fewer classes by the year 2000, probably less than 1,000. There will be broader, more generic classes especially at the management level.



Probationary Period

The probationary period will be emphasized as the most important part of the selection process. Probationary appointees who aren't making it will be "released" during the probationary period generally without recourse. Except for misconduct, promotive employees will have automatic reversion or demotion rights. There will be no Civil Service Commission review except when requested by a department in order to place restrictions on the released employee's future employability. There will be no returning to the eligible list following "release" of a probationary employee. Recourse will be articulated if an employee is released for an illegal reason, e.g., discrimination. There will be greater use of the "last chance" agreement so that a permanent civil service employee may return on a voluntary basis to probationary status for a trial period in lieu of dismissal action.




Performance Appraisal

Performance appraisal will be the keystone of the new civil service thrust. There will be a consistent, uniform Citywide system rigorously administered and applied from the top down. Managerial and supervisory performance evaluations will include a dimension for Equal Employment Opportunity goals and ensuring maintenance of a performance evaluation program.

Eventual uses for performance evaluation might include bonus points in promotional examinations for outstanding performance; salary increments; flexible staffing decisions; and layoffs. These are under study now for use at a later time.

As performance appraisal begins to have meaning, there will be provisions for grievances of performance evaluation disputes.

By the year 2000, there will be widespread use of the performance appraisal tool for employment determinations such as promotion without examination, flexible staffing, salary increments, bonuses, and retention decisions. The personnel systems will be based on managerial competence rather than based on rewards for seniority and long-standing service.




Career Executive Service (CES) or Senior Management Service (SMS)

By the year 2000, top managers and administrators will be part of a Senior Management Service or Career Executive Service in which the assignment, selection, and advancement of personnel are based primarily on performance. Pay will be linked to performance for these managers and administrators.




Supervisory Training

The practice of promoting someone from a journey-level to a supervisory-level position without supervisory training will cease. A training program for prospective supervisors will be required as a condition of the probationary period of all persons entering a supervisory class. The curriculum will cover performance evaluation, Workers' Compensation management, essentials of supervision, discipline, Equal Employment Opportunity policies and practices, compliance with the Americans with Disabilities Act, work place safety, labor relations, grievances, and more.



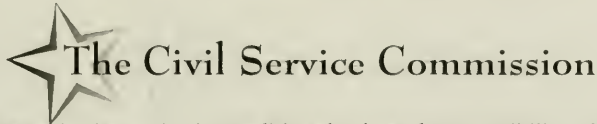
Provisional Employment

With regard to provisional employment, there will be only one type, that is, "Provisional." Provisional employment will be limited to a maximum of six months and will be subject to renewal. A provisional employee will have no civil service protection, and will be an "at will" employee. The selection procedure will ensure the advancement of Equal Employment Opportunity and the current provisional hiring policy will be adapted to the new scheme and reinforced. Provisional employment will be regulated and monitored to ensure minimal usage. Down the road, there is the possibility of placing a limit on the number of provisional employees to discourage use and to motivate regular hiring. Such limit may be determined by a maximum percentage of the department staff and/or the City and County employee population.



Decentralization of the Personnel Function

While the Department of Human Resources will continue to carry out certain personnel functions, there is a trend toward decentralization and delegation of many personnel functions to the departments which should be completed by the year 2000. Many personnel transactions have an important impact on the success of departments in carrying out their mission and on their productivity. Decentralization will place more decision-making authority in the hands of managers, commensurate with their accountability to the public. The Department of Human Resources would be responsible for post-audits.



There will be a dramatic change in the traditional role and responsibility of the San Francisco Civil Service Commission by the end of this century. The trend toward public unionism and collective bargaining, Equal Employment Opportunity requirements, professionalism, and increased public awareness through the media and interest groups have helped reduce the danger of political patronage which was the primary basis for the civil service system in San Francisco and the accompanying regulatory role of the Civil Service Commission.

These factors, especially collective bargaining, and the increased emphasis to make the civil service system more responsive to managers and to the public call for a different approach to personnel management. The existing civil service system is in many ways currently administered for an earlier era. The Civil Service Commission is evolving into a merit system protection board with exclusive responsibilities over merit system activities such as selection, recruitment, examination, and certification. Certain executive functions will be removed while many judicial functions will be retained. Much of what traditionally has been in the purview of the Civil Service Commission will be processed by the year 2000 through collective bargaining and not by resolution or rule of the Commission. The Civil Service Commission will retain the ability to promulgate rules governing administration of examinations and other merit system activities, but other items now in the Civil Service Commission Rules such as leaves of absence, transfers, layoffs, etc., will be negotiated.



In Appreciation

In the course of carrying out our duties, the members and staff of the Civil Service Commission interact with a wide range of people both in and outside of City government. The Commission works closely with the Mayor and other elected officials, employee organizations, departmental management and staff, and community leaders and groups. These people contribute a great deal of effort and support to the Commission and we would like to acknowledge them.

The Honorable Willie L. Brown, Jr., Mayor
The Honorable Tom Ammiano, Board of Supervisors
The Honorable Sue Bierman, Board of Supervisors
The Honorable Amos Brown, Board of Supervisors
The Honorable Jeff Brown, Public Defender
The Honorable Mary Callanan, Treasurer
The Honorable Terrence Hallinan, District Attorney
The Honorable Mike Hennessey, Sheriff
The Honorable Leslie R. Katz, Board of Supervisors
The Honorable Barbara Kaufman, Board of Supervisors
The Honorable Susan Leal, Board of Supervisors
The Honorable Jose Medina, Board of Supervisors
The Honorable Gavin Newsom, Board of Supervisors
The Honorable Louise Renne, City Attorney
The Honorable Mabel Teng, Board of Supervisors
The Honorable Doris Ward, Assessor
The Honorable Michael J. Yaki, Board of Supervisors
The Honorable Leland Y. Yee, Board of Supervisors
Frank Anderson, Human Rights Commission
Susan Andrus, Controller
Rod Auyang, Department of Public Health
Sue Blomberg, Department of Human Resources
Janet Bosnich, Department of Human Resources
Diana Buchbinder, Public Utilities Commission
Thornton C. Bunch, Airport Commission
Michael Casey, Department of Human Resources
Gilda Cassanego, Department of Human Resources
Silvia Castellanos, Department of Human Resources

Agnes Chau, Department of Human Resources
Vicki A. Clayton, City Attorney
Denise Angelina Debrunner, Purchasing/Reproduction
Buck Delventhal, City Attorney
Chief Maryann De Souza, Sheriff
Leo Dinneen, Department of Human Resources
Sandra Favale, Department of Human Resources
Kate Favetti, Department of Public Health
John Figone, Department of Human Resources
Janice Fukuda, Department of Human Resources
Edward Gazzano, Department of Public Health
Kin Gee, Department of Public Health
Diana Garcia, Department of Human Resources
Norma Gill, Department of Public Transportation
Julie Gonzalez, Police Department
Andrea Gourdine, Department of Human Resources
Candace Heurlin, Department of Human Resources
Jonathan Holtzman, City Attorney
James Horan, Department of Public Works
James Ilnicki, Airport
Larry Jacobson, Real Estate
Eric Jue, Department of Human Resources
Valerie LeBeaux, Department of Parking and Traffic
Ed Lee, Purchasing
Theresa Lee, Airport
Linda Lee, Department of Human Resources
Ann Lehman, Commission on the Status of Women
Galen Leung, Department of Public Health
Robyn Lipsky, City Attorney
Joan Lubamersky, City Administrative Office
John Madden, Controller
Robert Maerz, City Attorney
Kathy Mallegni, Port
Linda Marini, Department of Human Resources
Michael Martin, Police Communications

Jeanette Mason, formerly Department of Human Resources
Sonia Melara, Commission on the Status of Women
Cindy Monroe, Recreation and Parks Department
Lt. Alan Mould, Police Department
Clare Murphy, Retirement Board
Kathy Murray, Library
Hoang Nguyen, Department of Human Resources
Leonardo Ortega, Department of Human Resources
Marsha Ramirez, Department of Human Resources
Gerald Redmond, Department of Human Resources
Sgt. Richard Ridgeway, Sheriff
Janet Rogers, Department of Human Resources
Marc Rosaaen, Purchasing
Harvey Rose, Budget Analyst
Geoffrey Rothman, Department of Human Resources
Carol Sam, Department of Public Health
Paula Schiff, Department of Human Resources
Mary Smith, formerly Department of Human Services
Tanya Smith, Public Utilities Commission
Peter Stokes, Department of Human Resources
Janice Stovall, Purchasing
John Taylor, Board of Supervisors
Undersheriff Walter Thomas, Sheriff
Vitaly Troyan, Department of Public Works
Cat Valdez, City Attorney
Alice Villagomez, Department of Human Resources
Inspector Kelly Waterfield, Police Department
Nancy Woo, Public Transportation Department
Dorothy Yee, Department of Human Resources
Benson Young, Department of Human Resources
Linda Zane, Purchasing/Reproduction

And to those many others whom we have not listed, Thank you!

The members of the Commission especially wish to acknowledge and to extend our deep appreciation for the support and assistance it has received this past fiscal year from its talented, energetic, and highly competent staff:

Herberth Campos

Clarice E. Clarke

Rhonda Hadnot

Lizzette Henríquez

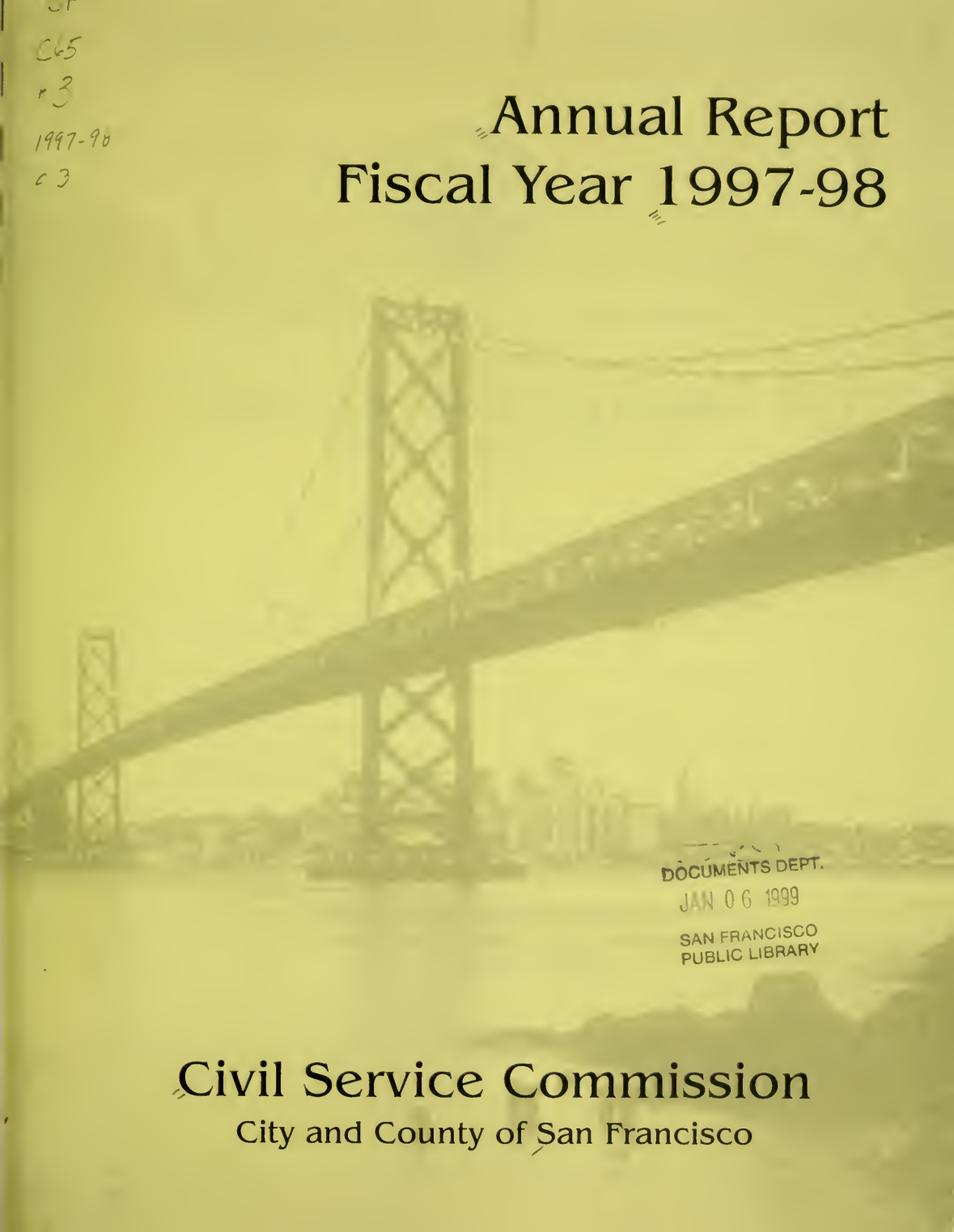
Pamela J. Pacarar

Anita Sanchez

Albert C. Walker

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Annual Report Fiscal Year 1997-98



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Civil Service Commission
City and County of San Francisco



City and County of San Francisco

CIVIL SERVICE COMMISSION ANNUAL REPORT

Fiscal Year 1997-98

Civil Service Commission

Adrienne Pon, President
Karen Clopton, Vice President
George Kosturos, Commissioner
A. Lee Munson, Commissioner
Rosabella Safont, Commissioner

Commission Staff

Kate Favetti, Executive Officer
Clarice E. Clarke, Employee Relations Ordinance Administrator
Rhonda Hadnot, Appeals Coordinator
Lizzette Henríquez, Administrative Staff Assistant
Pamela Pacarar, Executive Secretary
Gene D. Rucker, Labor Negotiator
Anita Sanchez, Assistant Executive Officer

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December 11, 1998

The Honorable Willie L. Brown, Jr.
Mayor of the City and County of San Francisco
Room 336 Veterans Building
401 Van Ness Avenue
San Francisco, CA 94102

Dear Mayor Brown:

On behalf of my colleagues on the Civil Service Commission, I am pleased to submit the Annual Report of the Civil Service Commission and its staff for the fiscal year concluding June 30, 1998.

This Annual Report commemorates the Commission's 98th continuous year of service in managing the Charter-mandated civil service merit system for public employment in the City and County of San Francisco. This Annual Report also reflects transitions and milestones: the retirement of Albert C. Walker after almost 30 years serving the Commission and the appointment of a new Executive Officer, Kate Favetti, the first woman in over 50 years to lead the Commission.


The Civil Service Commission achieved much in this fiscal year: a Labor Negotiator was hired to conduct meet and confer on Rules changes; Rules on Probationary Periods and Classification were streamlined and modernized; Rules implementing the Americans with Disabilities Act were clarified to further implement the ADA; job classes were reduced by the Department of Human Resources consistent with the Commission's major policy statement issued in 1991; systems have been implemented to improve communication and understanding of the functions, policies and procedures of the Civil Service Commission.

These efforts follow the underlying philosophy to bring about a modern civil service merit system where decisions on selection, advancement and retention are based on performance. This "new civil service" system is flexible, facilitative, service oriented, and participative while adhering to the Commission's mission to provide fair and equitable employment opportunities to all current and prospective employees of the City and County of San Francisco.

This was a year of transition and change. The Commission stands ready to accept the new challenges of the years ahead.

Respectfully submitted,

CIVIL SERVICE COMMISSION


ADRIENNE PON
President

December 11, 1998

Civil Service Commission
City and County of San Francisco
25 Van Ness Avenue, Suite 720
San Francisco, CA 94102

Dear Commissioners:

I am pleased to submit to you the Civil Service Commission Annual Report for Fiscal Year 1997-98.

The Annual Report for Fiscal Year 1997-98 reflects the retirement of Albert C. Walker and the appointment of a new Executive Officer. The Annual Report also reflects a year of transition and change.

Many of the accomplishments for this year were started before Mr. Walker retired and were continued and completed after he left. An unprecedented number of significant Rule amendments were approved by the Civil Service Commission following meet and confer. Still more Rule amendments were posted and in the meet and confer process at the end of Fiscal Year 1997-98. This was accomplished, in part, because a Labor Negotiator was hired to work exclusively on civil service matters.

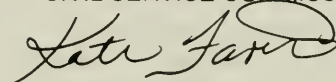
The Civil Service Commission also approved new procedures for hearing officers, clarified the Commission's role under the Charter and heard appeals. A listing of significant achievements reached during this period are include in "Highlights for Fiscal Year 1997-98."

I extend my appreciation to the Civil Service Commission staff for their good work. Additionally, I extend a special thanks to Ms. Anita Sanchez, Assistant Executive Officer, who performed the duties of the Executive Officer with a high degree of professionalism and efficiency during the period between Mr. Walker's retirement and my appointment.

The support of the Civil Service Commissioners has been invaluable in reaching our goals.

Respectfully submitted,

CIVIL SERVICE COMMISSION



KATE FAVETTI
Executive Officer

DEDICATION

Albert C. Walker

The Civil Service Commission dedicates this year's Annual Report to Albert C. Walker in recognition of the vital role Mr. Walker has played in the betterment of the civil service merit system in San Francisco in over 26 years of City and County service. Mr. Walker retired January 1, 1998 and the Civil Service Commission commends him for his outstanding contribution and dedicated service to the work of the Commission.

Albert C. Walker worked tirelessly and prodigiously in the interests of the Civil Service and the City as a whole. Among his contributions are:

He conceived the idea of a personnel procedures manual for operating City departments' personnel officers;

He was instrumental in facilitating the changes in testing procedures for entry level Registered Nurses which allowed San Francisco General Hospital to be competitive in the employment of Registered Nurses;

He was commended by the California Department of Rehabilitation for developing a Civil Service Commission Rule to facilitate the hiring of the severely disabled into the civil service system;

He led the effort to institute the transfer of sick leave/or vacation credits to address the humanitarian needs of catastrophically ill City and County employees; and

He has accomplished numerous program efficiencies, reduced costs, and enhanced service delivery to all City departments.

Al Walker is a respected facilitator of the City and County's civil service personnel system. His extensive knowledge of the legal framework of civil service and his considered judgment have established him as the key resource person to whom many turn for advice and information on personnel matters.

Mission Statement

To establish, ensure, and maintain an equitable and credible merit system for public service for the citizens of San Francisco. As such, the Commission Vision is that the San Francisco Civil Service Commission sets the new national standard for excellence in personnel management through an effective, fair, and modern system that recognizes and builds on the diversity, skills, and dedication of public employees, and consistently provides the best-qualified candidates for public service in a timely and cost effective manner.

Highlights of Fiscal Year 1997-98

- The Civil Service Commission's Labor Negotiator was hired on October 1997.
- A new Executive Officer was appointed by the Commission on March 16, 1998 and was sworn-in by the Honorable Willie L. Brown, Jr. on April 13, 1998.
- A Retreat was convened to assess the Commission's direction and reaffirm its Mission Statement to continue to work towards creating a world class civil service merit system.
- Hearing Officer Procedures were adopted and on May 4, 1998, have been fully implemented.
- The first ever Civil Service Commission resolution recognizing and honoring the many contributions of City and County employees in improving our quality of life for the celebration of Public Service Recognition Week, May 4-10, 1998, was issued for distribution and posting in all City departments.

Significant Rules Amendments

- Position Classification and Related Rules, Rule 9- Section 9.8 - Effect of Classification Changes on Incumbent:
This Rule change permits with mutual agreement of the employee organization and the City, reallocation from one class to a higher class or lower class, or from one series to another series, when the position becomes vacant by reassignment or for other reason(s).
- Americans With Disabilities Act, Rule 14 - Appointments and Rule 15 - Rules Related to the Employment of Persons with Disabilities:
These Rule amendments further enable the City to make reasonable efforts to place an employee in another or same class when the employee's department is unable to reasonably accommodate the employee.
- Probationary Period - Rule 17
The entire Probationary Period Rule was amended to redefine the probationary period, delete reference to punitive transactions, allow for return rights, and Commission action on future employment in the event of a disciplinary action.

Membership of the Commission

The Civil Service Commission is composed of five (5) members, each appointed to serve a six-year term. Commissioners presently serving on the Commission are:

- **Adrienne Pon** President, appointed September 1994 by Mayor Frank Jordan.

Commissioner Adrienne Pon is the External Affairs Director for Pacific Telesis Group, parent company of Pacific Bell and now part of SBC Communications. As the corporation's liaison to statewide and national organizations, she works closely with community leaders and advocates to ensure that they have a voice in telecommunications and other public policy decisions. Ms. Pon previously served as the company's Local Government liaison where she managed a statewide office responsible for monitoring issues, trends and legislation in all California cities and counties.

Ms. Pon is a long-time advocate for building networks to increase community access to resources and decision-making. She is active in numerous organizations, including: national chair of the Asian Pacific American Legal Women's Leadership Institute; chair of the National Asian Pacific American Legal Consortium National Advisory Council; trustee of The Women's Foundation; and board director/past chair of Asian Americans/Pacific Islanders in Philanthropy. She previously served as board director for Leadership California and as a member of the San Francisco Mayor's 1992 Advisory Committee for Proposition J - the Children's Amendment.

Born and raised in San Francisco, Ms. Pon holds a master's degree in Public Affairs & Public Relations and a bachelor's in Health Education. She is a former Loaned Executive to the United Way of the Bay Area and a graduate of the Coro Foundation and Leadership California public affairs programs. Commissioner Pon served two consecutive terms as Commission Vice

President in 1994-95 and 1995-96 and is serving a second consecutive term as Commission President.

■ **Karen Clopton**

Vice President, appointed October 1993 by Mayor Frank Jordan.

Commissioner Karen Clopton is the first African American woman to serve on the Commission in its 100 year history and she has served in leadership roles throughout her tenure. Special Labor and Employment Counsel at the Law Firm of Leland, Parachini, Steinberg, Matzger & Melnick, Ms. Clopton is an employment law and traditional labor relations expert with more than fifteen years experience in the field. She exclusively represents, advises, and counsels management clients in all aspects of employment and labor relations matters, including discrimination litigation, racial and sexual harassment actions, and secondary boycotts and picketing cases. She was a former trial attorney with the National Labor Relations Board in its Washington, D.C., Oakland, and San Francisco offices. Ms. Clopton is an accomplished lecturer and conducts management training on workplace diversity and discrimination issues, sexual harassment prevention and investigation policies, and preventative labor relations. She is a member of the Board of Governors of the Lawyers Club of San Francisco. She is a graduate of Vassar College (cum laude) and the Antioch School of Law and was awarded the highly competitive Maguire Fellowship by Vassar College for postgraduate study in international and comparative labor-management relations in London, England. Commissioner Clopton served an unprecedented two consecutive terms as Commission President in 1994-95 and 1995-96. She was also Vice President in 1993-94.

Commissioner Clopton served on the Mayor's Advisory Employee Relations Panel from 1992-94. Ms. Clopton was awarded the prestigious Individual Award of Achievement by the State Bar of California's Young Lawyers Association in 1994. This year, the San Francisco Commission on the Status of Women honored Ms. Clopton with its 6th Annual Women Who Make a

Difference award for making a positive difference in women's lives in the areas of employment and economic advancement.

■ **George Kosturos** Appointed October 1993 by Mayor Frank Jordan.

Commissioner George Kosturos, a native San Franciscan, is a retired Public Accountant who previously headed his own accounting firm for 45 years. He graduated from Mission Dolores Grammar School and Sacred Heart High School. He received his Bachelors of Science degree in Accounting from the University of California at Berkeley, and is a life member, University of California Alumni Association. He was on the track team at Sacred Heart High School and the University of California at Berkeley and is a two term past president of the Society of California Accountants, San Francisco Chapter. Mr. Kosturos has been an active participant in political campaigns since 1945, including former Mayors George Christopher, Dianne Feinstein, Frank Jordan, the late City Attorney George Agnost, President Dwight Eisenhower, President Richard Nixon, and many others. Mr. and Mrs. Kosturos, the former Dolores Kallas, recently celebrated their 53rd wedding anniversary. They have two living children, four grandchildren, and one great granddaughter. In addition, Michael, their youngest son, who was a gardener with the City for 10 years died in a tragic boat mishap in October 1995—he is dearly missed.

■ **A. Lee Munson** Appointed March 1984 by Mayor Dianne Feinstein; reappointed October 1987 by Mayor Dianne Feinstein; reappointed October 1993 by Mayor Frank Jordan.

Commissioner A. Lee Munson is the President of his own management consulting firm which specializes in financial management and revitalizing under-performing organizations. He has extensive consulting experience in the public sector, including co-chair of the Task Force on Long Term Cost and Revenue Trends in San Francisco, a study by the Mayor's Fiscal Advisory Committee from 1990-92. In November 1991, he sponsored Propositions C, D, and E which led to

significant Civil Service Charter reform and also campaigned actively for Proposition B, which gave collective bargaining to the City's 16,000 miscellaneous employees. For ten years, Mr. Munson served as Vice President and Corporate Treasurer at Crown Zellerbach Corporation, a Fortune 150 multinational forest products company. Earlier, he held the same position with Fairchild Camera & Instrument Corp., a multinational manufacturer of semiconductors and electronic systems. Mr. Munson received a Bachelor of Arts degree from Amherst College and a Masters of Business Administration with Distinction from Harvard Business School. Commissioner Munson served as Commission Vice President in 1986-87, 1989-90 and 1997-98 and served two terms as Commission President in 1987-88 and 1990-91.

■ **Rosabella Safont** Appointed December 1997 by Mayor Willie L. Brown, Jr.

Commissioner Rosabella Safont is Vice President and Manager of Bay View Bank's Mission Banking Center. She has a long history in banking that includes experience in Human Resources, Business Services, Career Development programs, Community Development and Retail Branch banking. Ms. Safont spent the first 20 years of her career at Wells Fargo Bank and was instrumental in developing training programs for disadvantaged minority youths, generating Student Fellowships and in the creation of the Accelerated Career Development Program that advanced opportunities for women and minority officers. She was promoted to Sales Manager and Branch Manager assignments. The Bay View Mission office has been a landmark in the Mission for over 30 years. Ms. Safont's accomplishments in her prior assignments have served her well and have contributed to her success at the Mission Office.

Ms. Safont was born and raised in the Mission and continues to leverage opportunities for her clients and her Community by her strong leadership and direction. She is active in numerous organizations including; board member of the Mission Economic Development

Association, board member of the Mission Merchants Association, member of the 24th Street Revitalization Committee, member of the San Francisco Chamber of Commerce, member of the Latino Democratic Club, member of the Safe Corridor Task Force, and a member of the Minority Business Opportunity Finance Sub-Committee.

Civil Service Comes to San Francisco

January 5, 1900

The San Francisco Civil Service Commission was established in 1900, simultaneously with the establishment of the merit system for the City and County of San Francisco. This makes the Civil Service Commission one of the oldest in the country, pre-dated only by just a few years by Chicago, New York, and a few other Eastern municipalities. However, San Francisco has the oldest civil service system West of the Mississippi!

The first members of the Commission, which up until 1975 consisted of three members were P.H. McCarthy, John E. Quinn, and Richard Freud, who were appointed by Mayor James D. Phelan on December 30, 1899. The Commission formally organized on January 5, 1900, with the election of Richard Freud as president. The first competitive examination was held on January 8, 1900, and as a result, Edward F. Moran was appointed "Chief Examiner and Secretary" of the Commission.

The offices of the Commission opened to the public at noon, January 8, 1900, and by 5:00 p.m., 621 Laborers applications were received and hundreds of applications for examinations were issued.

The budget for that first fiscal year (January 5, 1900 to June 30, 1900) of operation totaled \$4,839.67 and is detailed below:

CSC Budget - Year 1900		
Expense	Amount	Total
Salaries		
Commissioners	\$1,800.00	
Chief Examiner	1,200.00	
Clerk	600.00	
Stenographer	375.00	\$3,975.00
Stationery	1,021.92	
Value of stock on hand	350.00	671.92
Miscellaneous	192.15	192.15
Total		\$4,839.67

It is interesting to note that the salary of Civil Service Commissioners in 1900 was \$100 per month, the same salary as in Fiscal Year 1997-98.

Civil Service: 1998

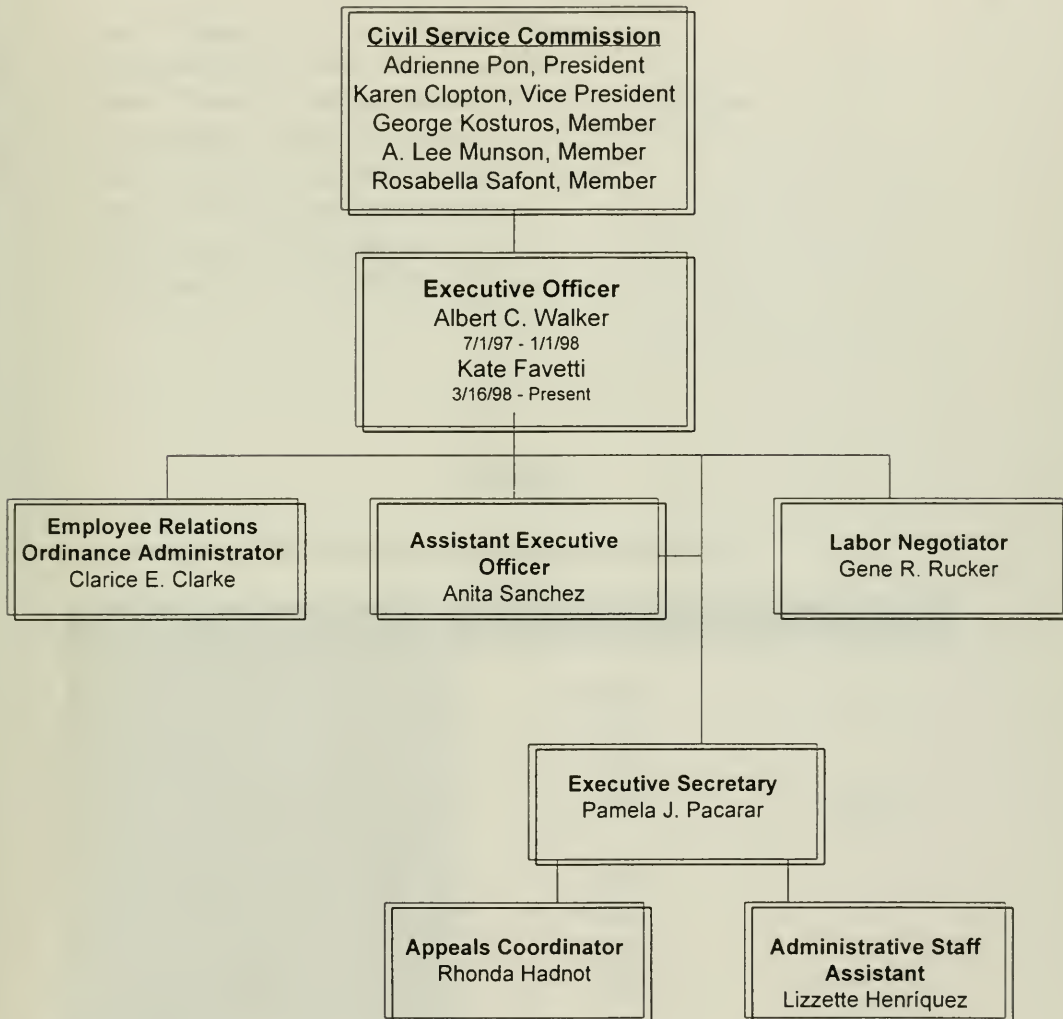
Responsibility

In November 1993, the electorate approved "Proposition L" which amended the City Charter to establish the Civil Service Commission as a policy making board and created the new Department of Human Resources. The Department of Human Resources was charged with being the personnel department of the City and to carry out the Civil Service Commission merit system. The Civil Service Commission was charged to oversee, regulate, and serve as final arbiter of the City and County of San Francisco civil service merit system by:

- ❖ Promulgating Rules, policies, and procedures to establish the framework for the operation of the City and County personnel system. As such, the Commission approves Rules and procedures governing Equal Employment Opportunity and Affirmative Action, applications, examinations, eligibility, duration of eligible lists, appointments, promotions, transfers, resignations, and related personnel matters;
- ❖ Considering of appeals of administrative actions, including discrimination complaints, and rendering final and binding decisions;
- ❖ Investigating and resolving charges of unfair labor practices, and complaints of discrimination, sexual harassment, and otherwise prohibited nepotism and favoritism;
- ❖ Instituting legal proceedings, if necessary, to abate violations of the Civil Service merit system provisions of the City and County Charter and Commission regulations;
- ❖ Directing the Human Resources Director to take such action as the Commission believes necessary to carry out the civil service merit system provisions of the Charter.

The Civil Service Commission continues to redefine its role and concentrate on its Charter functions. Essentially, the Commission has begun to focus on formulating policy and creating the structure for the personnel system of the City and County. This is evident through several examples discussed throughout this Annual Report.

Organization Chart





Staff

Albert C. Walker (7/1/97 - 1/1/98), Executive Officer
 Kate Favetti (3/16/98 - Present), Executive Officer
 Clarice E. Clarke, Employee Relations Ordinance Administrator
 Rhonda Hadnot, Appeals Coordinator
 Lizzette Henriquez, Administrative Staff Assistant
 Pamela J. Pacarar, Executive Secretary
 Gene D. Rucker, Labor Negotiator
 Anita Sanchez, Assistant Executive Officer

Budget

The Fiscal Year 1997-98 budget appropriation was as follows:

Account	Adopted Budget	Total
Salary & Fringe Benefits		
Permanent	\$371,914	
Temporary	3,000	
Premium	2,000	
Fringe Benefits	76,355	\$453,269
Special and Professional Services		
Professional Services	40,663	
Rents and Leases	38,724	
Services of Other Dept.	38,227	
Materials and Supplies	7,654	
Training	301	125,569
Total Budget Appropriation		\$578,838

Commission Meetings

The Civil Service Commission held a total of 37 meetings during Fiscal Year 1997-98. Of the 37 meetings, 20 were regular and 17 were special meetings.

The Commission meets to review requests for hearing of employee separations from service, classification appeals, certain compensation appeals, appeals of the Human Resources Director's decisions on certain administrative matters, examination appeals, proposed Civil Service Commission Rule changes, and proposed Charter amendments. The Commission also certifies the rates of pay for Police Officers, Firefighters, Registered Nurses, Transit Operators, and the prevailing wage rates for Crafts. In addition, the Commission sets the salary and benefits of all elected officials of the City and County of San Francisco within the parameters established by Charter Section A8.409-3.

Civil Service Commission and Merit System Policy and Rules Making Authority

The City and County of San Francisco Charter delineates the responsibilities of the Civil Service Commission and outlines the civil service merit system to include (but not limited to):

the authority, purpose, definitions, administration, and organization of the merit system and the Civil Service Commission;

policies, procedures, and funding of the operations of the Civil Service Commission and its staff;

the establishment of policies, procedures and Rules governing allegations of discrimination or otherwise prohibited nepotism or favoritism; applications; examinations; eligibility; duration of eligible lists; certification of eligibles, leaves of absence; appointments; promotions; transfers; resignations; lay-offs or reduction in force, both permanent and temporary, due to lack of work or funds, retrenchment or completion of work; the designation and filling of positions, as exempt, temporary, provisional, part-time, seasonal, or permanent; status and status rights; probationary status and the administration of probationary periods except duration, pre-employment and fitness for duty medical examinations, except for the conditions under which referrals for duty will be made, and the imposition of new requirements; classification and other matters;

the ability to inquire into the operation of the civil service merit system to ensure compliance; and

the hearing of appeals from an action of the Human Resources Director.

Civil Service Commission Rules Changes

Foremost in the Commission's agenda is to overhaul the Civil Service Commission Rules, not only to protect the civil service merit system, but to control costs which result from practices which may not be conducive to the efficient operation of a department. The Civil Service Commission recognizes the need to control personnel costs, to make our workforce more efficient by providing managers with the necessary tools which conform with and anticipate

changes in the work environment so as to avoid expending unnecessary personnel time and resources on duplicative or archaic practices.

In this regard, the Civil Service Commission, beginning in the Spring of 1994, focused to review the Civil Service Commission Rules in their entirety and related policies and procedures. The goal is to provide departmental managers with the tools they need and want and which will enable them to operate their departments in an improved and appropriate manner. Therefore, the ongoing task is to move towards the abbreviation, simplification, and continuous updating of the Rules.

Approximately 45 Rules changes have been developed and reviewed. These Rules implement those changes resulting from Propositions C, D, and E (11/91), Proposition L (11/93) and additional procedural changes which have resulted from the City and County's new phase of contract negotiations. Other Rules which warranted review in an effort to eliminate redundancy and obsolescence have also been proposed and amended. These Rules changes were referred to the Department of Human Resources, Employee Relations Division, for determination and completion of meet and confer or consultation obligations.

In August 1997, the Department of Human Resources agreed to authorize the Civil Service Commission to conduct its own discussions on proposed Civil Service Commission Rules changes with employee organizations and to transfer sufficient funding to the Commission to hire a labor negotiator dedicated exclusively to processing Civil Service Commission Rules changes. The Commission Labor Negotiator was selected and began work on October 7, 1997.

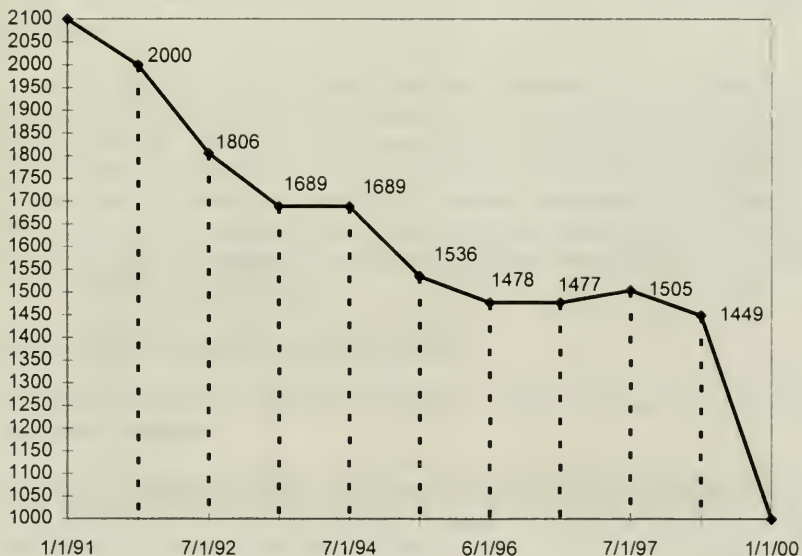
A high-level, select group of personnel officials, including a representative from the Department of Human Resources was selected by the Executive Officer to participate on the "Rules Advisory Committee" (RAC). The RAC has met with the members of the Commission to present recommendations and to receive instructions from the Commission. The RAC continues to meet with the Commission and the Labor Negotiator to formulate and make recommendations to the Civil Service Commission on policy, priorities, and strategy.

Oversight By Policy and Procedure: An Effective Classification Plan

Class Consolidation Priority

The Civil Service Commission adopted in 1991, a policy directive to reduce the number of City and County classes to 1,000 or fewer by the year 2000. The Commission continues to pursue this goal directing its efforts towards rules, policies, and procedures which facilitate classification transactions conducted by the Department of Human Resources. The City now has approximately 1,449 classes, down 651 from over 2,100 in a 1991 peak (a 31% decrease).

Class Consolidation



Personal Services Contracts: Streamlined Processing Procedures

The Civil Service Commission reviews proposed personal services contracting decisions to determine whether it has jurisdiction to provide the needed services through the classified civil service. Personal services contracts include agreements for services paid by the City and County of San Francisco with individuals, companies, corporations, non-profit organizations, and other public agencies.

The Commission's role is distinguished from the roles of the City and County departments, other commissions, the City Administrator (CA), the Purchaser, and the Human Rights Commission (HRC) in that the Civil Service Commission is not concerned with the selection of individual contractors. Rather, the role of the Civil Service Commission is to determine whether the circumstance pertaining to the need to provide services in a particular situation (or situations) warrants the use of a personal service contract or contractors in lieu of civil service employees. The Commission's role and responsibilities are in accordance with the City Attorney opinions and are consistent with the objectives of Proposition L (11/93) in that it places the Civil Service Commission in a policy-making, rather than an administrative role relative to personal services contracting.

One major example of the Civil Service Commission's acceptance and application of its new role is in its oversight of the personal services contracts. On December 5, 1994, the Commission adopted revised procedures which became effective on January 1, 1995. The revised procedures streamlined and expedited the processing of personal services contracts by eliminating a significant amount of bureaucratic red tape. This was accomplished without loss of the monitoring and auditing of the contracting procedure placed by the Charter in the Commission's jurisdiction.

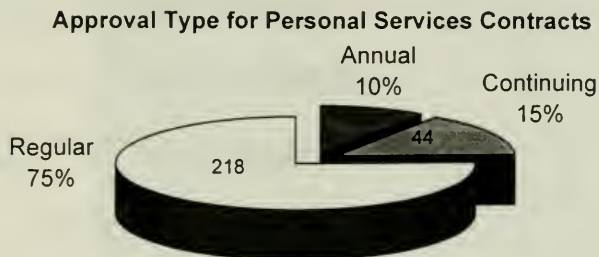
Briefly, the intent of the new procedures are to:

- streamline the Civil Service Commission approval process for personal services contracts;

- create a Personal Services Contracts approval option that was consistent with the City and County's budgetary process by providing departments with the ability to include contracted services as part of the departmental budget when being submitted to the Mayor's Office;

develop a Personal Services Contract appeal procedure to alleviate the need for department representatives to attend Civil Service Commission meetings when there is no objection to Personal Services Contracts they have submitted for approval.

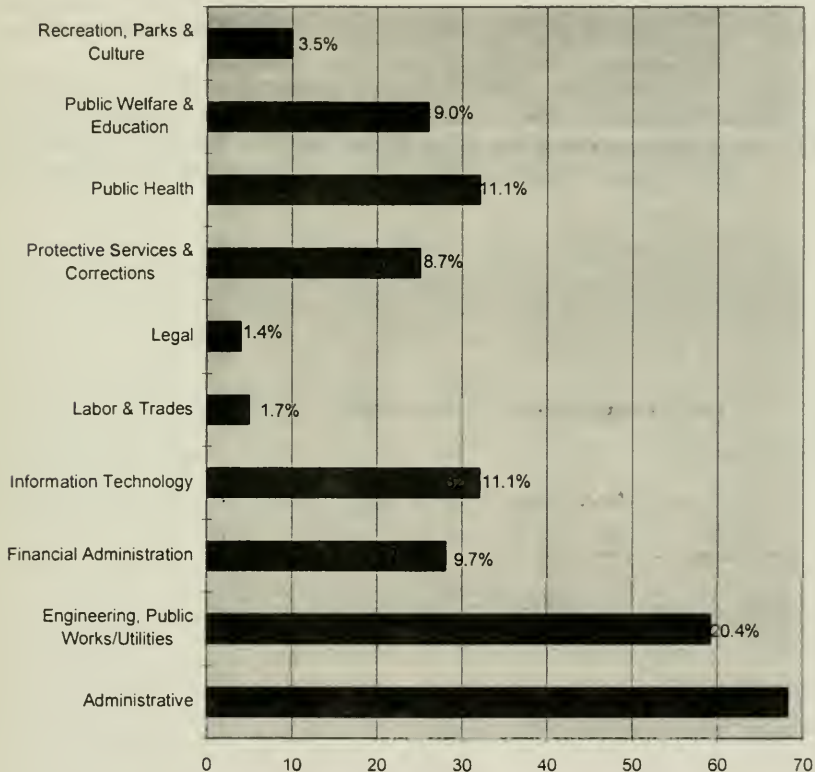
The following chart is a breakdown of the approval types for personal services contracts.



100% = 289 Contracts Requiring Civil Service Commission Approval

Below is a breakdown of the type of service provided for personal services contracts:

Type of Service Provided for Personal Service Contracts



The Civil Service Commission received and reviewed for recommendation, the Department of Human Resources' report on the personal services contracts procedures.

The changes proposed by the Department of Human Resources were reviewed. Although significant headway has been made to further streamline the personal services contracts procedures, several issues are still pending which require further review. One procedure, however, which was unanimously agreed should proceed is the implementation of a ratification agenda for all personal services contracts.

The intent of the ratification agenda is to diminish the need for departments to send departmental representatives to Civil Service Commission meetings when no appeal of a personal services contract is received by the Department of Human Resources during the required posting period. The implementation of a ratification calendar will preserve time for those departmental staff who are usually required to attend Commission meetings for personal services contracts.

Although the ratification agenda will not preclude members of the public from severing proposed personal services contracts and making comments, it will encourage individuals to file an appeal within the contract posting period rather than waiting until the item is before the Commission to voice concerns.

Oversight Through Hearings and Appeals

Civil Service Commission Appeals

The Charter provides that a major duty of the Commission is to consider appeals of administrative actions. Consideration of appeals is a major method for the Commission to monitor the status of the merit system and provide oversight of that personnel system.

The Commission received a total of 126 appeals and requests for hearings during Fiscal Year 1997-98. Of these, the Commission reviewed a total of 45 items, which included 30 employee separations and 15 appeals. Many appeals were successfully resolved administratively and did not require a Civil Service Commission hearing or are still pending.

The Commission reviewed the following types of employee separations from service: entrance probationary; promotive probationary; automatic resignations due to abandonment of position; terminations of temporary employees appointed from civil service lists, resignations certified as services unsatisfactory; and dismissals of permanent employees.

Employee Relations Ordinance

The Civil Service Commission as the Neutral

The Civil Service Commission maintains an Employee Relations Program which revolves around the administration of certain important aspects of the City and County of San Francisco's Employee Relations Ordinance (ERO). The ERO was adopted October 9, 1973 to carry out the provisions of the Meyers-Milias-Brown Act, the State's Labor Relations Act for local government employees. This Ordinance is part of the Administrative Code and authorizes the Commission to perform functions required for ERO administration.

The Commission is both neutral and impartial in its role of providing a reasonable foundation to resolve labor relations disputes. One goal of the ERO is to promote communication between the City and its employees and their representative employee organizations. Civil Service Commission Rule 7- Rules Related to the Employer-Employee Relations Ordinance, was adopted to provide specific administrative procedures to carry out these functions which were assumed by the Commission in August 1976.

Duties and Authority

Employee Relations Ordinance Administration consists of various functions assigned to the Civil Service Commission by the City's Employee Relations Ordinance. These include, but are not limited to, investigating charges of Unfair Labor Practices filed by City employees or Union representatives; act as a mediator when requested by parties; review, process, and research complaints regarding the assignment of classes to bargaining units and designation of positions; conduct secret ballot elections to ascertain which employee organization represents a majority of the employees in a particular representation unit, or to arrange for the election to be conducted by a mutually agreed upon third party; certify as the recognized employee organization of a representation unit that employee organization which has a majority of the employees in such representation unit as determined by a secret ballot election to determine the official employee organization for city employees; decertify as the recognized representative an employee organization which has been found by election no longer to be the majority representative in a particular

THEORY OF THE EARTH

The theory of the earth is a branch of geology which deals with the origin and development of the earth and its various parts. It is a science which seeks to explain the processes which have shaped the earth and its features. The theory of the earth is based on the study of the earth's structure and the forces which have acted upon it. It is a science which is constantly developing as new discoveries are made and new theories are proposed.

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representation unit; research historical records to ascertain the appropriate representative; review and determine requests for approval of affiliations or mergers between union organizations; arrange for Administrative Law Judge hearings and carry out other matters related to the holding of hearings; and provide information and technical assistance to City personnel and Union representatives regarding matters delegated to the Civil Service Commission by the Employee Relations Ordinance.

Unfair Labor Practice Charges

One of the primary functions of the Employee Relations Ordinance is the investigation and resolution of Unfair Labor Practice Charges. A charge may be filed by an employee or group of employees, an employee organization or management. The charge must be filed on the prescribed form and contain sufficient information to allow staff to start an investigation. Staff investigates the charge with the purpose of determining if the allegations constitute a "prima facie" case. If a "prima facie" case is not found, the charge is dismissed by staff. If there appears to be a "prima facie" case, staff is then available to mediate the dispute between the parties. If the parties do not agree to mediation or the mediation process is not successful, the charge is referred to an Administrative Law Judge for hearing and final determination.

In Fiscal Year 1997-98, 9 Unfair Labor Practice Charges were investigated and a total of 9 Unfair Labor Practice Charges were resolved. In addition, staff is preparing three charges to go before an Administrative Law Judge during the first quarter of Fiscal Year 1998-99.

Bargaining Unit Assignments

In accordance with the Employee Relations Ordinance and the Civil Service Commission Rules and procedures, the Department of Human Resources, Employee Relations Division determines the placement of classes into bargaining units. The determinations are made by taking into consideration the similarity of skills, wages, hours, other working conditions, history of collective bargaining as it relates to the employees involved, as well as, the desires of the employees. An employee or employee organization may appeal to the Civil Service Commission the inclusion of a class in a particular bargaining unit. The

appeal must be received by the Civil Service Commission no later than twenty (20) calendar days from the date of the original notice from the Department of Human Resources.

In Fiscal Year 1997-98, a Bargaining Unit Complaint that was part of the initial flurry of over 280 classes that were protested went to an Administrative Law Judge for determination. The hearings for this complaint began on November 11, 1995, with the Administrative Law Judge rendering a determination on October 25, 1996. The Administrative Law Judge's determination was appealed by the City and County of San Francisco during the course of Fiscal Year 1997-98. The Court vacated the Administrative Law Judge's decision in June 1998 and ordered the parties into mediation.

Management, Supervisory, Confidential Designations

The Employee Relations Division of the Department of Human Resources is responsible for placing Management, Supervisory, or Confidential designations to specific positions after consulting with department heads. The ERO specifies that certain employees may be designated as "Management," "Supervisory," or "Confidential" because of the nature of their functional role within a department. Designation assignments may be protested by filing a complaint with the Civil Service Commission. Staff reviews these complaints, and attempts to mediate the dispute. If mediation is not possible, staff arranges for the issue to be submitted before an Administrative Law Judge for hearing and final determination.

Recognition Elections: Employee Organization Certification or Decertification

A registered employee organization may petition to become the recognized representative for a Bargaining Unit composed of classes with similar duties and responsibilities. Formal recognition of an employee organization entitles it to rights and responsibilities as specified in the ERO.

Upon receipt of a valid petition requesting recognition and completion of the procedural requirements, staff conducts a secret ballot election. The results of

the election is determined by the majority of the valid ballots cast. If a majority vote can not be determined, a run-off election is held.

In addition, staff may conduct decertification elections. This occurs when a group of employees or an employee organization submits proof that a sufficient number of the affected employees no longer wish to be represented by a particular organization. Staff will then conduct a decertification election usually coupled with a recognition election on the same ballot.

During the first quarter of Fiscal Year 1997-98, staff conducted a run-off election to resolve the valid initial and challenging election petitions from the International Federation of Professional and Technical Engineers (IFPTE/AFL-CIO), Local 21 and Municipal Executives' Association for Special Assistant Bargaining Unit 8-I. The run-off election resulted in the certification of Local 21 as the employee organization representing Special Assistant Bargaining Unit 8-I.

Election Process



CSC receives valid recognition petition from a registered union showing 30% interest.



CSC notifies all other registered employee organizations of the 30-day requirement to challenge the valid petition. (Must wait at least 30 days before conducting the election.)



CSC conducts a conference with election agent and parties involved in the election.



CSC sends election plan and election agreement form to confirm agreement of all parties.



CSC determines and resolves all the logistical issues.



CSC posts election notice 5 business days before election.



Public inspection of Voter Eligibility List.



Hold Secret Ballot Election.



After the 7 day protest period, CSC certifies election — provided no protests were received.

Affiliation, Disaffiliation or Merger of Labor Organizations

The Employee Relations Ordinance authorizes the Commission to certify employee organizations when they affiliate, disaffiliate, or merge with other employee organizations. An affiliation is the formal joining or association of an employee organization with another organization. The employee organization remains a legal entity, but its name may change. The disaffiliation is when two employee organizations that previously affiliated agree to no longer affiliate. A merger occurs when two (2) or more employee organizations become a single new legal entity. The absorbed union(s) loses recognition for all its recognized bargaining units as recognition is transferred to the newly merged organization.



In Appreciation

In the course of carrying out our duties, the members and staff of the Civil Service Commission interact with a wide range of people both in and outside of City government. The Commission works closely with the Mayor and other elected officials, employee organizations, departmental management and staff, and community leaders and groups. These people contribute a great deal of effort and support to the Commission and we would like to acknowledge them.

The Honorable Willie L. Brown, Jr., Mayor
The Honorable Tom Ammiano, Board of Supervisors
The Honorable Sue Bierman, Board of Supervisors
The Honorable Amos Brown, Board of Supervisors
The Honorable Jeff Brown, Public Defender
The Honorable Terrence Hallinan, District Attorney
The Honorable Mike Hennessey, Sheriff
The Honorable Leslie R. Katz, Board of Supervisors
The Honorable Barbara Kaufman, Board of Supervisors
The Honorable Susan Leal, Treasurer
The Honorable Mark Leno, Board of Supervisors
The Honorable Jose Medina, Board of Supervisors
The Honorable Gavin Newsom, Board of Supervisors
The Honorable Louise Renne, City Attorney
The Honorable Mabel Teng, Board of Supervisors
The Honorable Doris Ward, Assessor
The Honorable Michael J. Yaki, Board of Supervisors
The Honorable Leland Y. Yee, Board of Supervisors
Kathy Abala, Department of Human Resources
Frank Anderson, Human Rights Commission
Rod Auyang, Department of Public Health
Sue Blomberg, Department of Human Resources
Janet Bosnich, Department of Human Resources
Diana Buchbinder, Public Library
Thornton C. Bunch, Airport Commission
Michael Casey, Department of Human Resources
Gilda Cassanego, Department of Human Resources
Silvia Castellanos, Department of Human Resources
Agnes Chau, Department of Human Resources
Vicki A. Clayton, City Attorney
John Cooper, City Attorney
Buck Delventhal, City Attorney
Chief Robert L. Demmons, Fire Department

Chief Maryann De Souza, Sheriff
Leo Dinneen, Department of Human Resources
Mary Downey, Airport Commission
Sandra Favale, Department of Human Resources
Janice Fukuda, Department of Human Resources
Edward Gazzano, Department of Public Health
Kin Gee, Department of Public Health
Diana Garcia, Department of Human Resources
Norma Gill, Public Transportation Department
Lori Giorgi, City Attorney
Julie Gonzalez, Police Department
Andrea Gourdine, Department of Human Resources
Ed Harrington, Controller
Candace Heurlin, Department of Human Resources
Jonathan Holtzman, City Attorney
Terence Howzell, City Attorney
James Horan, Department of Public Works
Yvonne Hudson, Department of Human Services
James Ilnicki, Airport Commission
Angela Joyner, Office of the Mayor
Eric Jue, Department of Human Resources
Chief Fred Lau, Police Department
Valerie LeBeaux, Department of Parking and Traffic
Ed Lee, Purchasing
Theresa Lee, Airport Commission
Linda Lee, Department of Human Resources
Ann Lehman, Commission on the Status of Women
Galen Leung, Department of Public Health
Joan Lubamersky, City Administrative Office
John Madden, Controller
April Madison-Ramsey, City Attorney
Kathy Mallegni, Port
Linda Marini, Department of Human Resources
John Martin, Airport Commission
Sonia Melara, Commission on the Status of Women
Michelle Modena, City Attorney
Cindy Monroe, Public Transportation Department
Lt. Alan Mould, Police Department
Clare Murphy, Retirement Board
Kathy Murray, Department of Parking and Traffic
Hoang Nguyen, Department of Human Resources
Leonardo Ortega, Department of Human Resources
Marsha Ramirez, Department of Human Resources

Gerald Redmond, Department of Human Resources
Sgt. Richard Ridgeway, Sheriff
Janet Rogers, Department of Human Resources
Marc Rosaaen, Purchasing
Harvey Rose, Budget Analyst
Geoffrey Rothman, Department of Human Resources
Carol Sam, Department of Public Health
Paula Schiff, Department of Human Resources
Tanya Smith, Public Utilities Commission
Peter Stokes, Department of Human Resources
Janice Stovall, Purchasing
John Taylor, Board of Supervisors
Undersheriff Walter Thomas, Sheriff
Vitaly Troyan, Department of Public Works
Cat Valdez, City Attorney
Faith Van Putten, Public Transportation Department
Alice Villagomez, Department of Human Resources
Inspector Kelly Waterfield, Police Department
Nancy Woo, Public Transportation Department
Dorothy Yee, Department of Human Resources
Benson Young, Department of Human Resources
Linda Zane, Purchasing/Reproduction
Mark Zuppo, Department of Real Estate

And to those many others whom we have not listed, Thank you!



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Civil Service Commission

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Annual Report Fiscal Year 1998-99



City and County of San Francisco

CIVIL SERVICE COMMISSION ANNUAL REPORT

Fiscal Year 1998-99

Civil Service Commission

Adrienne Pon, President
Karen Clopton, Vice President
George Kosturos, Commissioner
A. Lee Munson, Commissioner
Rosabella Safont, Commissioner

Commission Staff

Kate Favetti, Executive Officer
Clarice E. Clarke, Employee Relations Ordinance Administrator (1997-February 1999)
Elizabeth García, Administrative Staff Assistant
Rhonda Hadnot, Appeals Coordinator (1998-April 1999)
Lizzette Henríquez, Secretary to the Executive Officer (December 1998-Present)
Gene D. Rucker, Labor Negotiator
Anita Sanchez, Assistant Executive Officer
Gloria Sheppard, Appeals Coordinator (June 1999-Present)

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November 2, 1999

The Honorable Willie L. Brown, Jr.
Mayor of the City and County of San Francisco
Room 200 City Hall
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102

Dear Mayor Brown:

On behalf of my colleagues on the Civil Service Commission, it is my pleasure to present the Commission's Annual Report for the year concluding June 30, 1999.

This Annual Report highlights the Commission's 99th year of continuous service in carrying out its mandate to administer the civil service merit system for public employment in the City & County of San Francisco.

The Commission has made significant changes in the last year that set a new direction for the merit system in the next millennium. Guidelines for rules, procedures and policies have been adopted, amended or deleted to update the merit system. It is the Commission's belief that these changes will have a significant and positive long-term effect in improving and modernizing the City's employment structure.

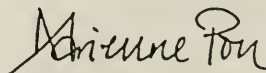
Among the many highlights for this past year are rule changes for two significant departments. With the adoption of new Civil Service Commission rules governing hiring and promotion of Uniformed Ranks of the San Francisco Police Department, the City successfully terminated a 19-year-old consent decree. In addition, Commission staff representatives are currently meeting and conferring with employee organizations representing Fire Department personnel to review proposed rule changes applicable to those employees.

Through its outstanding staff, the Commission has increased outreach and training on the merit system to employees and departments. The Commission is committed to maintaining the integrity of the merit system and to its mission of providing fair and equitable employment opportunities to all current and prospective employees of the City & County of San Francisco. Staff and Commissioners work together to make this happen by providing education and information in an open, fair and equitable manner.

The last year of the 20th century year will prove to be an important landmark for the Commission's future direction. We look forward to working with you as always for the betterment of the citizens and employees of this great City.

Respectfully submitted,

CIVIL SERVICE COMMISSION



ADRIENNE PON
President

November 2, 1999

Civil Service Commission
25 Van Ness Avenue, Room 720
San Francisco, CA 94102

Dear Commissioners,

I am pleased to submit to you the Civil Service Commission Annual Report for Fiscal Year 1998/1999.

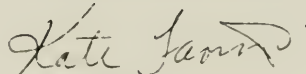
This Annual Report reflects a year of significant achievement in streamlining and modernizing the City's merit system Rules, policies and procedures and in maintaining the integrity of the merit system through outreach and education. The Civil Service Commission adopted new Rules applicable to the Uniformed Ranks of the San Francisco Police Department, amended its Rules and policies, deleted unnecessary Rules and posted Rules applicable to the Uniformed Ranks of the San Francisco Fire Department. A pilot training program on the merit system was launched and the design of the Civil Service Commission website completed.

The adoption of the Rules applicable to the Uniformed Ranks of the San Francisco Police Department are of special significance as they replace the nineteen year consent decree with a merit system employment structure for the hiring and promotion of Uniformed Ranks of the San Francisco Police Department. These Rules set the direction for the next century and provide a model for a fair and equitable hiring process that reflects the City's diversity, high standards, skills and talents.

I extend my appreciation to Police Chief Fred Lau, Lori Giorgi, Deputy City Attorney, Julie Gonzalez, Director, Recruitment & Examination Division, Deputy Chief Melinda Pengel, Ray Puccinelli, Legal Counsel, and Deputy Chief Bill Welch. I wish to also express appreciation to the Police Officers Association bargaining team including Chris Cunnie, President, Vincent A. Harrington, Jr., Legal Counsel, Judith Riggle, Vince Catanzaro, George Rosko, Dominic Kin Yin, and Dean Sorgie for meaningful and productive discussions that resulted in these rules.

Lastly, the support of the Civil Service Commissioners and the outstanding performance of the Civil Service Commission staff have been invaluable in reaching this year's goals.

Respectfully submitted,



Kate Favetti
Executive Officer

Mission Statement

To establish, ensure, and maintain an equitable and credible merit system for public service for the citizens of San Francisco. As such, the Commission Vision is that the San Francisco Civil Service Commission sets the new national standard for excellence in personnel management through an effective, fair, and modern system that recognizes and builds on the diversity, skills, and dedication of public employees, and consistently provides the best-qualified candidates for public service in a timely and cost effective manner.

Highlights of Fiscal Year 1998-99

- ◆ Reduced the time frame for response on appeals to the Civil Service Commission from 2 months to 6 weeks;
- ◆ Streamlined policy on "Promotive Only Examinations" by removing redundant steps in the appeals process;
- ◆ Deleted unnecessary Civil Service Commission Rules on Overtime;
- ◆ Established Volume II – Civil Service Commission Rules Applicable to the Uniformed Ranks of the Police Department;
- ◆ Posted proposed draft Volume III – Civil Service Commission Rules Applicable to the Uniformed Ranks of the Fire Department;
- ◆ Expanded the Limited Term Transfer Rule to allow greater flexibility in application;
- ◆ Expanded Civil Service Commission staff's role in outreach and education on the application of the Commission's Rules, policies and procedures to more efficiently respond to inquiries from departments, employee organizations and the public;

Membership of the Commission

The Civil Service Commission is composed of five (5) members, each appointed to serve a six-year term. Commissioners presently serving on the Commission are:

- **Adrienne Pon** President, appointed September 1994 by Mayor Frank Jordan.

Commissioner Adrienne Pon is Director of External Affairs for Pacific Bell, a subsidiary of SBC Communications, where she works closely with state and national advocates to ensure that all communities have a voice in telecommunications and other public policy decisions. Ms. Pon previously served as the company's Local Government liaison where she managed a statewide office responsible for monitoring issues, trends and legislation in all California cities and counties.

Ms. Pon is a strong believer in building networks to increase community access to technology tools, resources, and decision-making. Ms. Pon is active in numerous civic and community organizations. Appointed to the San Francisco Civil Service Commission in 1993, she recently completed two consecutive terms as president. She is president and trustee of The Women's Foundation; board director for Northern California Grantmakers; trustee and immediate past chair of the Asian Pacific American Women's Leadership Institute; member and immediate past chair of the National Asian Pacific American Legal Consortium Advisory Council; on the national nominating committee of Girl Scouts U.S.A. and the board of U.S. Women Connect. Ms. Pon is past chair/director of Asian Americans/Pacific Islanders in Philanthropy and board director for Leadership California. She served on the San Francisco Mayor's 1992 Advisory Committee for Proposition J-the Children's Amendment.

Born and raised in San Francisco, Ms. Pon holds a master's degree in Public Affairs & Public Relations and a bachelor's in Health Education. She is a former Loaned Executive to the United Way of the Bay Area and a graduate of the Coro Foundation Cityfocus and Leadership California public affairs programs. Commissioner Pon served two consecutive terms as Commission Vice President in 1994-95 and 1995-96 and three

consecutive terms as Commission President in 1996-97, 1997-98 and 1998-99.

■ **Karen Clopton**

Vice President, appointed October 1993 by Mayor Frank Jordan.

Commissioner Karen Clopton is the first African American woman to serve on the Commission in its 100 year history and she has served in leadership roles throughout her tenure. Special Labor and Employment Counsel at the Law Firm of Leland, Parachini, Steinberg, Matzger & Melnick, Ms. Clopton is an employment law and traditional labor relations expert with more than fifteen years experience in the field. She exclusively represents, advises, and counsels management clients in all aspects of employment and labor relations matters, including discrimination litigation, racial and sexual harassment actions, and secondary boycotts and picketing cases. She was a former trial attorney with the National Labor Relations Board in its Washington, D.C., Oakland, and San Francisco offices. Ms. Clopton is an accomplished lecturer and conducts management training on workplace diversity and discrimination issues, sexual harassment prevention and investigation policies, and preventative labor relations. She is a member of the Board of Governors of the Lawyers Club of San Francisco. She is a graduate of Vassar College (cum laude) and the Antioch School of Law and was awarded the highly competitive Maguire Fellowship by Vassar College for postgraduate study in international and comparative labor-management relations in London, England. Commissioner Clopton served an unprecedented two consecutive terms as Commission President in 1994-95 and 1995-96. She was also Vice President in 1993-94 and 1997-98.

Commissioner Clopton served on the Mayor's Advisory Employee Relations Panel from 1992-94. Ms. Clopton was awarded the prestigious Individual Award of Achievement by the State Bar of California's Young Lawyers Association in 1994. The San Francisco Commission on the Status of Women honored Ms. Clopton with its Women Who Make a Difference award in 1998 for making a positive difference in women's lives in the areas of employment and economic advancement.

■ **George Kosturos** Appointed October 1993 by Mayor Frank Jordan.

Commissioner George Kosturos, a native San Franciscan, is a retired Public Accountant who previously headed his own accounting firm for 45 years. He graduated from Mission Dolores Grammar School and Sacred Heart High School. He received his Bachelors of Science degree in Accounting from the University of California at Berkeley, and is a life member, University of California Alumni Association. He was on the track team at Sacred Heart High School and the University of California at Berkeley and is a two term past president of the Society of California Accountants, San Francisco Chapter. Mr. Kosturos has been an active participant in political campaigns since 1945, including former Mayors George Christopher, Dianne Feinstein, Frank Jordan, the late City Attorney George Agnost, President Dwight Eisenhower, President Richard Nixon, and many others. Mr. and Mrs. Kosturos, the former Dolores Kallas, recently celebrated their 54th wedding anniversary. They have two living children, four grandchildren, and one great granddaughter. In addition, Michael, their youngest son, who was a gardener with the City for 10 years died in a tragic boat mishap in October 1995—he is dearly missed.

■ **A. Lee Munson** Appointed March 1984 by Mayor Dianne Feinstein; reappointed October 1987 by Mayor Dianne Feinstein; reappointed October 1993 by Mayor Frank Jordan.

Commissioner A. Lee Munson is the Chief Financial Officer of the Consortium on Reading Excellence, Inc. an educational consulting firm based in Emeryville. He has extensive consulting experience in the public sector, including co-chair of the Task Force on Long Term Cost and Revenue Trends in San Francisco, a study by the Mayor's Fiscal Advisory Committee from 1990-92. In November 1991, he sponsored Propositions C, D, and E which led to significant Civil Service Charter reform and also campaigned actively for Proposition B, which gave collective bargaining to the City's 16,000 miscellaneous employees. For ten years, Mr. Munson served as Vice President and Corporate Treasurer at Crown Zellerbach Corporation, a Fortune 150 multinational forest products company. Earlier, he held the same position with Fairchild Camera & Instrument Corp., a multinational manufacturer of semiconductors and electronic systems. Mr. Munson received a Bachelor of Arts degree from Amherst College

and a Masters of Business Administration with Distinction from Harvard Business School. Commissioner Munson served as Commission Vice President in 1986-87, 1989-90 and 1996-97 and served two terms as Commission President in 1987-88 and 1990-91.

■ **Rosabella Safont** Appointed December 1997 by Mayor Willie L. Brown, Jr.

Commissioner Rosabella Safont is Vice President and Manager of Bay View Bank's Mission Banking Center. She has a long history in banking that includes experience in Human Resources, Business Services, Career Development programs, Community Development and Retail Branch banking. Ms. Safont spent the first 20 years of her career at Wells Fargo Bank and was instrumental in developing training programs for disadvantaged minority youths, generating Student Fellowships and in the creation of the Accelerated Career Development Program that advanced opportunities for women and minority officers. She was promoted to Sales Manager and Branch Manager assignments. The Bay View Mission office has been a landmark in the Mission for over 30 years. Ms. Safont's accomplishments in her prior assignments have served her well and have contributed to her success at the Mission Office.

Ms. Safont was born and raised in the Mission and continues to leverage opportunities for her clients and her Community by her strong leadership and direction. She is active in numerous organizations including; President of the Board of the Mission Economic Development Association, Board member of Instituto Familiar de la Raza, Board member of the Mission Merchants Association, Board member of the Latino Democratic Club, on the Advisory Board for the Colegio de la Mission (new campus), a member of the 24th Street Revitalization Committee, member of the Hispanic Chamber of Commerce, member of the San Francisco Chamber of Commerce, member of the Safe Corridor Task Force, member of the Minority Business opportunity Finance Sub-Committee and a member of the Latino Steering Committee.

Important Events that have Shaped the City & County of San Francisco Merit System

January 5, 1900 Establishment of the Civil Service Commission

The San Francisco Civil Service Commission was established in 1900, simultaneously with the establishment of the merit system for the City and County of San Francisco. The San Francisco Civil Service System was established under the Freeholder Charter 1900. The Civil Service Commission one of the oldest in the country, pre-dated only by just a few years by Chicago, New York, and a few other Eastern municipalities. However, San Francisco has the oldest civil service system West of the Mississippi.

The first members of the Commission, which up until 1975 consisted of three members were P.H. McCarthy, John E. Quinn, and Richard Freud, who were appointed by Mayor James D. Phelan on December 30, 1899. The Commission formally organized on January 5, 1900, with the election of Richard Freud as president. The first competitive examination was held on January 8, 1900, and as a result, Edward F. Moran was appointed "Chief Examiner and Secretary" of the Commission.

The offices of the Commission opened to the public at noon, January 8, 1900, and by 5:00 p.m., 621 Laborers applications were received and hundreds of applications for examinations were issued.

1932 Charter Reform

- Enlarged the scope of duties of the Civil Service Commission
- Gave greater powers to the Civil Service Commission to enforce its rulings and included the following important components:
 - Control of the classification plan;
 - Minimum numbers of exempt positions;
 - Provisions for practical, free and competitive examinations;
 - Persons appointed subject to a six-month probation period;
 - Decision of Civil Service Commission on appeals is final;
 - Prohibition of political activity;
 - Central control to assure the unhampered operation of the merit system.

1979 Compliance agreement between the Office of Revenue Sharing and the City & County of San Francisco.

- Created open, competitive process for promotive examination;
- Allowed horizontal and vertical access to the promotive system;
- Permitted an accelerated examination process to address long term temporary employees;
- Instituted a citywide affirmative action plan;
- Expanded recruitment efforts for city jobs to support the citywide affirmative action plan;
- Established an in-house discrimination complaint procedure.

1991 Civil Service Reform and Collective Bargaining

The electorate approved four (4) ballot measures that:

- Removed a number of Charter provisions word for word and added them to the Civil Service Commission Rules to allow for negotiation on changes through a meet and confer process;
- Flexibility in classification of positions;
- Minimum certification Rule of Three Scores;
- Collective bargaining subject to merit system carve-outs.

1992 Creation of the Department of Human Resources

Electorate approved a ballot measure to create the Department of Human Resources effective January 1, 1994 and redefined the Civil Service Commission role from an operational personnel department to a policy making/appeals board.

1996 Charter Revision

The 1932 Charter was revised, recodified and reorganized. The role of the Civil Service Commission was clarified to reflect the Civil Service Commission's jurisdiction and the merit system in the new collective bargaining environment. Limits were placed in the Charter on the duration of provisional appointments.

Civil Service: 1999

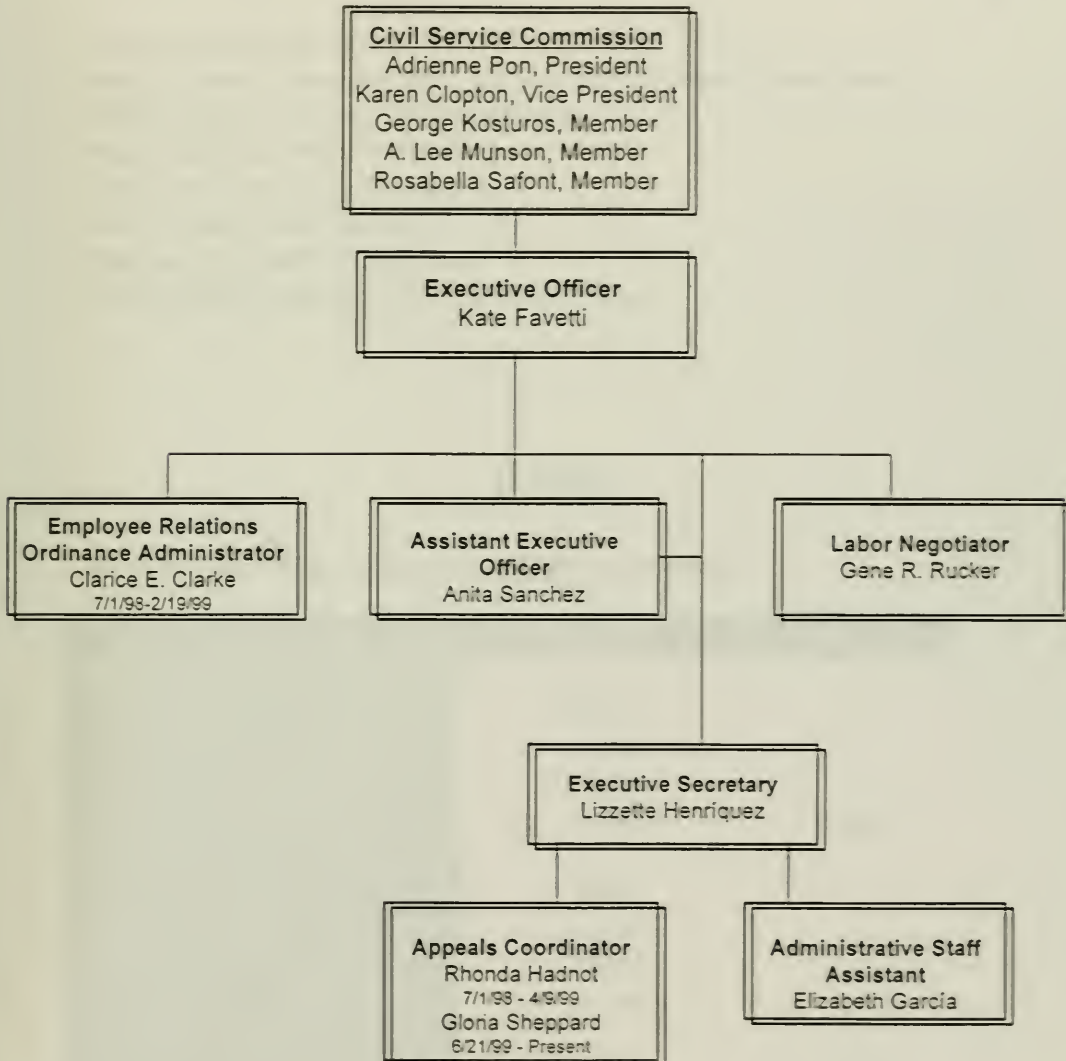
Responsibility

The Civil Service Commission is charged to oversee, regulate, and serve as final arbiter of the City and County of San Francisco civil service merit system by:

- ❖ Promulgating Rules, policies, and procedures to establish the framework for the operation of the City and County personnel system. As such, the Commission approves Rules and procedures governing Equal Employment Opportunity and Affirmative Action, applications, examinations, eligibility, duration of eligible lists, appointments, promotions, transfers, resignations, and related personnel matters;
- ❖ Considering of appeals of administrative actions, including discrimination complaints, and rendering final and binding decisions;
- ❖ Investigating and resolving charges of unfair labor practices, and complaints of discrimination, sexual harassment, and otherwise prohibited nepotism and favoritism;
- ❖ Instituting legal proceedings, if necessary, to abate violations of the Civil Service merit system provisions of the City and County Charter and Commission regulations;
- ❖ Directing the Human Resources Director to take such action as the Commission believes necessary to carry out the civil service merit system provisions of the Charter.

The Civil Service Commission continues to redefine its role and concentrate on its Charter functions. The Commission continues to focus on formulating policy and creating the structure for the personnel system of the City and County. This is evident through several examples discussed throughout this Annual Report.

Organization Chart



Staff

Kate Favetti, Executive Officer

Clarice E. Clarke, Employee Relations Ordinance Administrator (7/1/98 - 2/19/99)

Elizabeth Garcia, Administrative Staff Assistant

Rhonda Hadnot, Appeals Coordinator (7/1/98 - 4/9/99)

Lizzette Henriquez, Executive Secretary

Gene D. Rucker, Labor Negotiator

Anita Sanchez, Assistant Executive Officer

Gloria Sheppard, Appeals Coordinator (6/21/99 - Present)

Budget

The Fiscal Year 1998-99 budget appropriation was as follows:

Account	Adopted Budget	Total
Salary & Fringe Benefits		
Permanent	\$470,604	
Temporary	3,000	
Premium	2,000	
Fringe Benefits	103,994	\$579,598
Special and Professional Services		
Professional Services	40,663	
Rents and Leases	40,872	
Services of Other Dept.	38,227	
Materials, Supplies and Equipment	12,254	
Training	2,301	134,317
Total Budget Appropriation		\$713,915

Commission Meetings

The Civil Service Commission held a total of 40 meetings during Fiscal Year 1998-99. Of the 40 meetings, 20 were regular and 20 were special meetings.

The Commission meets to review requests for hearing of employee separations from service, classification appeals, certain compensation appeals, appeals of the Human Resources Director's decisions on certain administrative matters, examination appeals, proposed Civil Service Commission Rule changes, and proposed Charter amendments. The Commission also certifies the rates of pay for Police Officers, Firefighters, Registered Nurses, Transit Operators, and the prevailing wage rates for Crafts. In addition, the Commission sets the salary and benefits of all elected officials of the City and County of San Francisco within the parameters established by Charter Section A8.409-1.

Civil Service Commission and Merit System Policy and Rules Making Authority

The City and County of San Francisco Charter delineates the responsibilities of the Civil Service Commission and outlines the civil service merit system to include (but not limited to):

the authority, purpose, definitions, administration, and organization of the merit system and the Civil Service Commission;

policies, procedures, and funding of the operations of the Civil Service Commission and its staff;

the establishment of policies, procedures and Rules governing allegations of discrimination or otherwise prohibited nepotism or favoritism; applications; examinations; eligibility; duration of eligible lists; certification of eligibles, leaves of absence; appointments; promotions; transfers; resignations; lay-offs or reduction in force, both permanent and temporary, due to lack of work or funds, retrenchment or completion of work; the designation and filling of positions, as exempt, temporary, provisional, part-time, seasonal, or permanent; status and status rights; probationary status and the administration of probationary periods except duration, pre-employment and fitness for duty medical examinations, except for the conditions under which referrals for duty will be made, and the imposition of new requirements; classification and other matters;

the ability to inquire into the operation of the civil service merit system to ensure compliance; and

the hearing of appeals from an action of the Human Resources Director.

Civil Service Commission Rules Changes

Foremost in the Commission's agenda is to modernize and streamline the Civil Service Commission Rules, to protect the civil service merit system, and to control costs which result from practices which may not be conducive to the efficient operation of a department. The Civil Service Commission recognizes the need to make our workforce more efficient by providing managers with the necessary tools which conform with and anticipate changes in the work environment so as to avoid expending unnecessary personnel time and resources on duplicative or archaic practices.

In this regard, the Civil Service Commission, beginning in the Spring of 1994, focused to review the Civil Service Commission Rules in their entirety and related policies and procedures. The goal is to provide departmental managers with the tools they need and want and which will enable them to operate their departments in an improved and efficient manner. Therefore, the ongoing task is to move towards the abbreviation, simplification, and continuous updating of the Rules.

A high-level, select group of personnel officials, including a representative from the Department of Human Resources selected by the Executive Officer participate on the "Executive Officer Advisory Committee" (EOAC). The EOAC meets with the members of the Commission to present recommendations and to receive instructions from the Commission. The EOAC continues to meet with Commission staff and the Labor Negotiator to formulate and make recommendations to the Civil Service Commission on policy, priorities, and strategy.

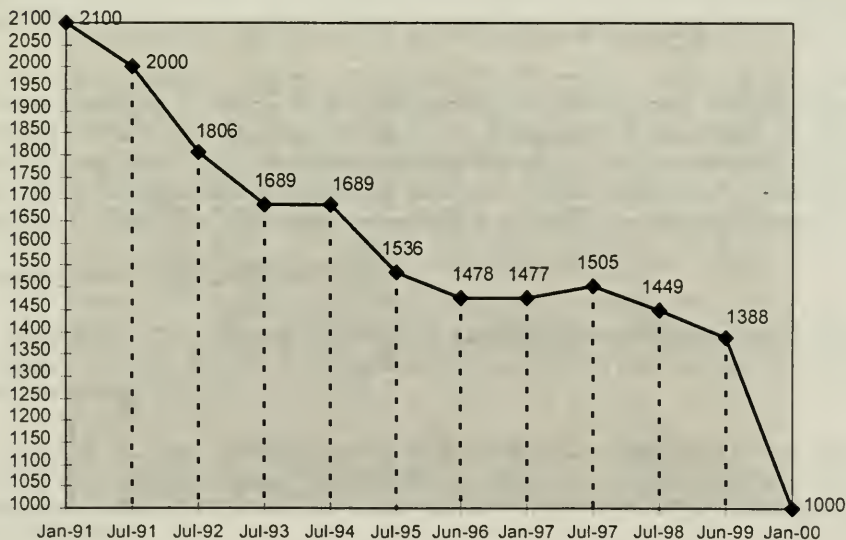
This fiscal year, the Rules applicable to the Uniformed Ranks of the San Francisco Police Department were adopted. This action allowed the City to move forward on the termination of the nineteen year Consent Decree. Policies on "Promotive Only Examinations" were streamlined. The Rules on overtime were deleted as redundant. Overtime is currently subject to collective bargaining. Other Rules were adopted to increase flexibility in limited-term transfers, increase accountability in the examinations, and rules to extend the applicability of expanded certification rules for Service Employees International Union and San Francisco Association of Personnel Professionals. Rules applicable to the Uniformed Ranks of the San Francisco Fire Department have also been posted. Meet and confer discussions are ongoing.

Oversight By Policy and Procedure: An Effective Classification Plan

Class Consolidation Priority

The Civil Service Commission adopted in 1991, a policy directive to reduce the number of City and County classes to 1,000 or fewer by the year 2000. The Commission continues to pursue this goal directing its efforts towards rules, policies, and procedures which facilitate classification transactions conducted by the Department of Human Resources. The City now has approximately 1,388 classes, down 712 from over 2,100 in a 1991 peak (a 33% decrease).

Class Consolidation



Personal Services Contracts: Streamlined Processing Procedures

The Civil Service Commission reviews proposed personal services contracting decisions to determine whether it has jurisdiction to provide the needed services through the classified civil service. Personal services contracts include agreements for services paid by the City and County of San Francisco with individuals, companies, corporations, non-profit organizations, and other public agencies.

The Commission's role is distinguished from the roles of the City and County departments, other commissions, the City Administrator (CA), the Purchaser, and the Human Rights Commission (HRC) in that the Civil Service Commission is not concerned with the selection of individual contractors. Rather, the role of the Civil Service Commission is to determine whether the circumstance pertaining to the need to provide services in a particular situation (or situations) warrants the use of a personal service contract or contractors in lieu of civil service employees. The Commission's role and responsibilities are in accordance with the City Attorney opinions and are consistent with the objectives of Proposition L (11/93) in that it places the Civil Service Commission in a policy-making, rather than an administrative role relative to personal services contracting.

The Commission adopted revised procedures on December 5, 1994, which became effective on January 1, 1995. The revised procedures streamlined and expedited the processing of personal services contracts by eliminating a significant amount of bureaucratic red tape. This was accomplished without loss of the monitoring and auditing of the contracting procedure placed by the Charter in the Commission's jurisdiction. The procedures are periodically reviewed and revised by the Civil Service Commission.

Important points in the procedures include:

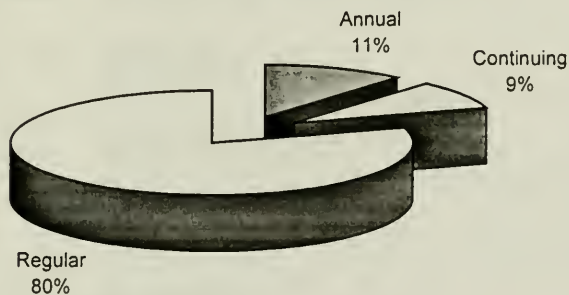
- A streamlined Civil Service Commission approval process for personal services contracts; the Civil Service Commission reviews proposed personal service contracts for greater than \$50,000.

- A Personal Services Contracts approval option that is consistent with the City and County's budgetary process by providing departments with the ability to include contracted services as part of the departmental budget when being submitted to the Mayor's Office;

An appeal procedure that alleviate the need for department representatives to attend Civil Service Commission meetings when there is no objection to Personal Services Contracts they have submitted for approval.

The following chart is a breakdown of the approval types for personal services contracts.

Types of Personal Services Contracts

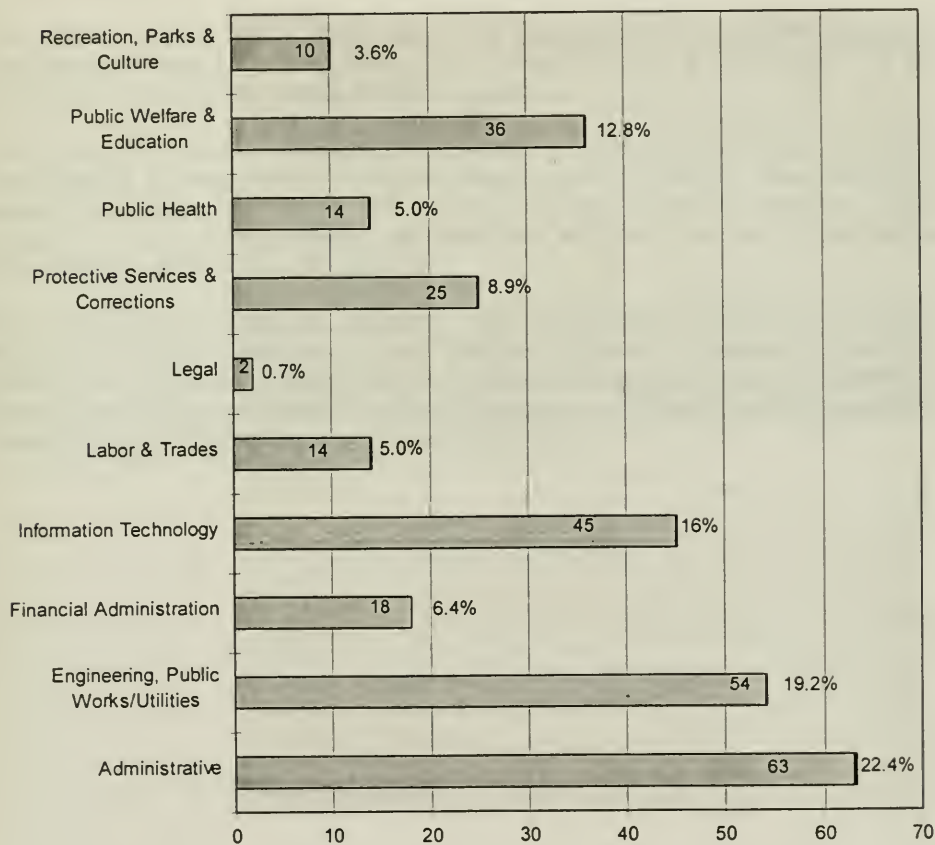


100% = 281 Contracts Requiring Civil Service Commission Approval

Representatives from the Controller's Office, Purchaser Office, Human Rights Commission, Department of Public Health Commission and the Civil Service Commission developed and implemented ongoing workshops to train managers, supervisors, and contract administrators on Personal Service Contracts procedures. The first session was held on March 24, 1999.

Below is a breakdown of the type of service provided for personal services contracts:

Type of Service Provided for Personal Service Contracts



Oversight through Hearings and Appeals

Civil Service Commission Appeals

The Charter provides that a major duty of the Commission is to consider appeals of administrative actions. Consideration of appeals provides a mechanism for the Commission to monitor the status of the merit system.

The Commission received a total of 116 appeals and requests for hearings during Fiscal Year 1998-99. Of these, the Commission reviewed a total of 69 items, which included 34 requests for hearing and 35 appeals; 61 were resolved by the Commission. Many appeals were successfully resolved administratively and did not require a Civil Service Commission hearing, or, are still pending.

The Commission also rules on appeals in future employment with the City & County following employee separations from service: entrance probationary; promotive probationary; automatic resignations due to abandonment of position; terminations of temporary employees appointed from civil service lists, resignations certified as services unsatisfactory; and dismissals of permanent employees.

Employee Relations Ordinance

The Civil Service Commission as the Neutral

The Civil Service Commission maintains an Employee Relations Program which revolves around the administration of certain important aspects of the City and County of San Francisco's Employee Relations Ordinance (ERO). The ERO was adopted October 9, 1973 to carry out the provisions of the Meyers-Milias-Brown Act, the State's Labor Relations Act for local government employees. This Ordinance is part of the Administrative Code and authorizes the Commission to perform functions required for ERO administration.

The Commission is both neutral and impartial in its role of providing a reasonable foundation to resolve labor relations disputes. One goal of the ERO is to promote communication between the City and its employees and their representative employee organizations. Civil Service Commission Rule 7- Rules Related to the Employer-Employee Relations Ordinance, was adopted to provide specific administrative procedures to carry out these functions which were assumed by the Commission in August 1976.

Duties and Authority

Employee Relations Ordinance Administration consists of various functions assigned to the Civil Service Commission by the City's Employee Relations Ordinance. These include, but are not limited to, investigating charges of Unfair Labor Practices filed by City employees or Union representatives; act as a mediator when requested by parties; review, process, and research complaints regarding the assignment of classes to bargaining units and designation of positions; conduct secret ballot elections to ascertain which employee organization represents a majority of the employees in a particular representation unit, or to arrange for the election to be conducted by a mutually agreed upon third party; certify as the recognized employee organization of a representation unit that employee organization which has a majority of the employees in such representation unit as determined by a secret ballot election to determine the official employee organization for city employees; decertify as the recognized representative an employee organization which has been found by election no longer to be the majority representative in a particular representation unit; research historical records to ascertain the appropriate representative; review and determine requests for approval of affiliations or mergers between union organizations; arrange for Administrative Law Judge hearings and carry

out other matters related to the holding of hearings; and provide information and technical assistance to City personnel and Union representatives regarding matters delegated to the Civil Service Commission by the Employee Relations Ordinance.

Unfair Labor Practice Charges

One of the primary functions of the Employee Relations Ordinance is the investigation and resolution of Unfair Labor Practice Charges. A charge may be filed by an employee or group of employees, an employee organization or management. The charge must be filed on the prescribed form and contain sufficient information to allow staff to start an investigation. Staff investigates the charge with the purpose of determining if the allegations constitute a "prima facie" case. If a "prima facie" case is not found, the charge is dismissed by staff. If there appears to be a "prima facie" case, staff is then available to mediate the dispute between the parties. If the parties do not agree to mediation or the mediation process is not successful, the charge is referred to an Administrative Law Judge for hearing and final determination.

Bargaining Unit Assignments

In accordance with the Employee Relations Ordinance and the Civil Service Commission Rules and procedures, the Department of Human Resources, Employee Relations Division determines the placement of classes into bargaining units. The determinations are made by taking into consideration the similarity of skills, wages, hours, other working conditions, history of collective bargaining as it relates to the employees involved, as well as, the desires of the employees. An employee or employee organization may appeal to the Civil Service Commission the inclusion of a class in a particular bargaining unit. The appeal must be received by the Civil Service Commission no later than twenty (20) calendar days from the date of the original notice from the Department of Human Resources.

Management, Supervisory, Confidential Designations

The Employee Relations Division of the Department of Human Resources is responsible for placing Management, Supervisory, or Confidential designations to specific positions after consulting with department heads. The ERO specifies that certain employees may be designated as "Management," "Supervisory," or "Confidential" because of the nature of their functional role within a department. Designation assignments may be protested by

filing a complaint with the Civil Service Commission. Staff reviews these complaints, and attempts to mediate the dispute. If mediation is not possible, staff arranges for the issue to be submitted before an Administrative Law Judge for hearing and final determination.

Recognition Elections: Employee Organization Certification or Decertification

A registered employee organization may petition to become the recognized representative for a Bargaining Unit composed of classes with similar duties and responsibilities. Formal recognition of an employee organization entitles it to rights and responsibilities as specified in the ERO.

Upon receipt of a valid petition requesting recognition and completion of the procedural requirements, staff conducts a secret ballot election. The results of the election is determined by the majority of the valid ballots cast. If a majority vote can not be determined, a run-off election is held.

In addition, staff may conduct decertification elections. This occurs when a group of employees or an employee organization submits proof that a sufficient number of the affected employees no longer wish to be represented by a particular organization. Staff will then conduct a decertification election usually coupled with a recognition election on the same ballot.

Election Process



CSC receives valid recognition petition from a registered union showing 30% interest.



CSC notifies all other registered employee organizations of the 30-day requirement to challenge the valid petition. (Must wait at least 30 days before conducting the election.)



CSC conducts a conference with election agent and parties involved in the election.



CSC sends election plan and election agreement form to confirm agreement of all parties.



CSC determines and resolves all the logistical issues.



CSC posts election notice 5 business days before election.



Public inspection of Voter Eligibility List.



Hold Secret Ballot Election.



After the 7 day protest period, CSC certifies election — provided no protests were received.

Affiliation, Disaffiliation or Merger of Labor Organizations

The Employee Relations Ordinance authorizes the Commission to certify employee organizations when they affiliate, disaffiliate, or merge with other employee organizations. An affiliation is the formal joining or association of an employee organization with another organization. The employee organization remains a legal entity, but its name may change. The disaffiliation is when two employee organizations that previously affiliated agree to no longer affiliate. A merger occurs when two (2) or more employee organizations become a single new legal entity. The absorbed union(s) loses recognition for all its recognized bargaining units as recognition is transferred to the newly merged organization.

In Appreciation

In the course of carrying out our duties, the members and staff of the Civil Service Commission interact with a wide range of people both in and outside of City government. The Commission works closely with the Mayor and other elected officials, employee organizations, departmental management and staff, and community leaders and groups. These people contribute a great deal of effort and support to the Commission and we would like to acknowledge them.

The Honorable Willie L. Brown, Jr., Mayor
The Honorable Tom Ammiano, Board of Supervisors
The Honorable Alicia Becerril, Board of Supervisors
The Honorable Sue Bierman, Board of Supervisors
The Honorable Amos Brown, Board of Supervisors
The Honorable Jeff Brown, Public Defender
The Honorable Terrence Hallinan, District Attorney
The Honorable Mike Hennessey, Sheriff
The Honorable Leslie R. Katz, Board of Supervisors
The Honorable Barbara Kaufman, Board of Supervisors
The Honorable Susan Leal, Treasurer
The Honorable Mark Leno, Board of Supervisors
The Honorable Gavin Newsom, Board of Supervisors
The Honorable Louise Renne, City Attorney
The Honorable Mabel Teng, Board of Supervisors
The Honorable Doris Ward, Assessor
The Honorable Michael J. Yaki, Board of Supervisors
The Honorable Leland Y. Yee, Board of Supervisors
Cathy Abela, Department of Building Inspection
Frank Anderson, Human Rights Commission
Rod Auyang, Department of Public Health
Dolores Blanding, Airport Commission
Sue Blomberg, Department of Human Resources
Janet Bosnich, Department of Human Resources
Dorothy Bowman, Public Utilities Commission
Michael Brown, Department of Public Health
Diana Buchbinder, Public Library
Thornton C. Bunch, Airport Commission
Michael Burns, Public Transportation Department
Dale Butler, Service Employee International Union
Denise Cannonier, Airport Commission
Michael Casey, Department of Public Transportation
Gilda Cassanego, Department of Human Resources

Silvia Castellanos, Department of Human Resources
Vince Catanzaro, S.F. Police Officers' Association
Agnes Chau, Department of Human Resources
Rafael Centeno, Airport Commission
Vicki A. Clayton, City Attorney
John Cooper, City Attorney
Ann Courtright, Department of Human Services
Chris Cunnie, San Francisco Police Officers' Association
Buck Delventhal, City Attorney
Chief Robert L. Demmons, Fire Department
Katherine Dere, Department of Public Health
Chief Maryann De Souza, Sheriff
Leo Dinneen, Department of Human Resources
Gloria Escobar, San Francisco Unified School District
Sandra Favale, Department of Human Resources
Eugene Freeman, Department of Human Services
Janice Fukuda, Airport Commission
Diana Garcia, Department of Human Resources
Luis Garcia, Department of Human Resources
Edward Gazzano, Department of Public Health
Kin Gee, Department of Public Health
David German, Mail & Reproduction Services
Norma Gill, Public Transportation Department
Lori Giorgi, City Attorney
Julie Gonzalez, Police Department
Andrea Gourdine, Department of Human Resources
Gerald Green, Planning Department
Ed Harrington, Office of the Controller
Vincent A. Harrington, Jr., Attorney, S.F. Police Officers' Association
Assistant Deputy Chief Joanne Hayes, Fire Department
Alice Herndon, Department of Emergency Services
Candace Heurlin, Department of Human Resources
Jonathan Holtzman, City Attorney
Terence Howzell, City Attorney
James Horan, Department of Public Works
Yvonne Hudson, Department of Human Services
James Ilnicki, Airport Commission
Caryl Ito, Airport Commission
Janice Ito, Department of Public Health
Eric Jue, Department of Human Resources
Gail Kuwamoto, Department of Telecommunications and Information Services
Chief Fred Lau, Police Department
Valerie LeBeaux, Department of Parking and Traffic

Ed Lee, Purchasing
Theresa Lee, Airport Commission
Linda Lee, Department of Human Resources
Ann Lehman, Commission on the Status of Women
Galen Leung, Department of Public Health
Joan Lubamersky, City Administrative Office
Michael Lum, Recreation and Park Department
John Madden, Office of the Controller
April Madison-Ramsey, City Attorney
Kathy Mallegni, Port
Linda Marini, Department of Human Resources
John Marquez, Department of Building Inspection
John Martin, Airport Commission
Karen McVey, Office of the Controller
Sonia Melara, Commission on the Status of Women
Michelle Modena, Department of Human Resources
Cindy Monroe, Public Transportation Department
Josie Mooney, Service Employees International Union
Manuel Moreno, San Francisco Community College District
Lt. Alan Mould, Police Department
Clare Murphy, Retirement Board
Kathy Murray, Department of Parking and Traffic
Richard Newirth, Arts Commission
Hoang Nguyen, Department of Human Resources
Vernon Nulph, Department of Human Resources
Leonardo Ortega, Department of Human Resources
Deputy Chief Melinda Pengel, Police Department
Ray Puccinnelli, Police Department
LaWanna Preston, Service Employees International Union
Mark Primeau, Department of Public Works
Bill Rada, San Francisco Unified School District
Gerald Redmond, Department of Human Resources
Judith Riggle, S.F. Police Officers' Association
Janet Rogers, Department of Human Resources
Marc Rosaaen, Purchasing
Harvey Rose, Budget Analyst
George Rosko, S.F. Police Officers' Association
Larry Ross, Commission on Aging
Joel Robinson, Rec and Park
Geoffrey Rothman, Department of Human Resources
Carol Sam, Department of Public Health
Mabel Sha, Public Transportation Department
Binnie Singh, Fire Department

Tanya Smith, Public Utilities Commission
Dean Sorgie, S.F. Police Officers' Association
Clara Starr, San Francisco Community College District
Peter Stokes, Department of Human Resources
Stuart Sunshine, Department of Parking and Traffic
Cat Valdez, City Attorney
Faith Van Putten, Public Transportation Department
Alice Villagomez, Department of Human Resources
Inspector Kelly Waterfield, Police Department
Deputy Chief Bill Welch, Police Department
Deputy Chief Patrick White, Fire Department
Ray Wong, Department of Human Resources
Nancy Woo, Public Transportation Department
Dorothy Yee, Department of Human Resources
Dominic Kin Yin, S.F. Police Officers' Association
Benson Young, Department of Human Resources
Gloria Young, Board of Supervisors
Linda Zane, Purchasing/Reproduction
Mark Zuppo, Department of Real Estate

And to those many others whom we have not listed, Thank you!



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CIVIL SERVICE COMMISSION ANNUAL REPORT



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1999 - 2000

City and County of San Francisco

CIVIL SERVICE COMMISSION ANNUAL REPORT

Fiscal Year 1999-2000

Civil Service Commission

Karen Clopton, President
Rosabella Safont, Vice President
Donald A. Casper, Commissioner
Morgan R. Gorrone, Commissioner
Adrienne Pon, Commissioner

Commission Staff

Kate Favetti, Executive Officer
Elizabeth García, Administrative Staff Assistant
Lizzette Henríquez, Secretary to the Executive Officer
Sheldon W. Martin, Senior Personnel Analyst
Gene D. Rucker, Labor Negotiator
Anita Sanchez, Assistant Executive Officer
Gloria Sheppard, Appeals Coordinator

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September 15, 2000

The Honorable Willie L. Brown, Jr.
Mayor of the City and County of San Francisco
City Hall, Room 200
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102

Dear Mayor Brown:

It is with great pleasure that the Civil Service Commission submits its Annual Report for Fiscal Year 1999-2000. This Annual Report commemorates the Commission's 100th continuous year of service in managing the Charter-mandated civil service merit system for public employment in the City and County of San Francisco. The Report reflects the overall commitment and focus of the Civil Service Commission in providing fair and equitable employment opportunities for all prospective and current employees of the City and County.

The Civil Service Commission sets a standard for excellence that builds on diversity, skills and dedication of public employees, and consistently provides highly qualified candidates for public service in a timely and cost-effective manner. Too often the efforts of hard-working and committed public employees go unsung. The Civil Service Commission Salutes Them! Without these qualified and dedicated employees, the City could not function.

The Commission and its staff reflect the diversity of our San Francisco community. I am especially proud, on this 100th Anniversary, to be the first African-American woman commissioner and president in the 100-year history of the Commission.

The Commission's 100th Anniversary provides us with an opportunity to reflect upon and renew the mandate 100 years ago by the citizens of San Francisco to ensure fairness, objectivity and equity in the recruitment, testing and hiring of qualified individuals for public services. I am pleased to inform you that the Civil Service Commission has remained true to this mission ever since it was established in January 5th, 1900. We pay tribute to former Commissioners, among them the late Honorable Dorothy Von Beroldingen and the late esteemed human rights leader, Yori Wada, who have kept the Civil Service Commission on its course. The Commission is committed in the new millenium to bringing about the best public sector merit system in the United States for the benefit of the City and County of San Francisco.

The Civil Service Commission is proud of its accomplishments during Fiscal Year 1999-2000. This year, new Rules were adopted for Uniformed Ranks of the Fire Department following the termination of the Consent Decree. As mandated by the voters in the November 1999 election, new Rules were established for Service-Critical Classifications of the newly created Municipal Transportation Agency. The Civil Service Commission also approved Rules to reflect new State law on sick leave and consistent with City policy, extended the same benefit to domestic partners.

On behalf of the members of the Civil Service Commission and its staff, I am pleased to forward the Commission's Fiscal Year 1999-2000 Annual Report.

Respectfully submitted,

CIVIL SERVICE COMMISSION



KAREN CLOPTON
President

September 15, 2000

Civil Service Commission
25 Van Ness Avenue, Room 720
San Francisco, CA 94102

Dear Commissioners:

This year's Annual Report focuses on the Civil Service Commission's 100th continuous year of service to the citizens of San Francisco.

The accomplishments of the Civil Service Commission and its department during Fiscal Year 1999-2000 highlight the vigorous role the Civil Service Commission plays in creating a fair and equitable employment structure for the City and County of San Francisco.

This year, the Civil Service Commission adopted new Rules for the Uniformed Ranks of the Fire Department following the termination of the Consent Decree. As mandated by the voters in the November 1999 election, new Rules were established for Service-Critical Classifications of the newly created Municipal Transportation Agency. The Civil Service Commission Rules were also amended to reflect new State law on sick leave and consistent with City policy, extended the same benefit to domestic partners.

To celebrate the Commission's 100th anniversary, Civil Service Commission Rules - Year 2000 Edition was published with a very new look. The Civil Service Commission now has four volumes of Rules: Volume 1 - Rules Applicable to Miscellaneous Employees; Volume 2 - Rules Applicable to the Uniformed Ranks of the San Francisco Police Department; Volume 3 - Rules Applicable to the Uniformed Ranks of the San Francisco Fire Department; and Volume 4 - Rules Applicable to Service-Critical Classifications of the Municipal Transportation Agency. The Civil Service Commission adopted a system of codification to streamline administration and to accommodate the expansion of the four (4) volumes of Rules covering all employees. The recodified Rules were distributed to all departments and affected employee organizations.

Formal training on the merit system began this year. Training included departmental managers and staff, human resources professional and support staff, City Attorney and employee organization representatives. The classes were so successful that they will continue to be a part of the normal activities of the Civil Service Commission department. The Civil Service Commission's publication, the *Civil Service Adviser*, in 1999-2000 became a regularly published voice for the merit system covering such issues as certification, probationary periods, reappointment, and changes in sick leave entitlements.

I wish to take this opportunity to thank the Civil Service Commission for its support and to highlight the outstanding performance of the Civil Service Commission staff in achieving the Commission's goals and objectives in this historic year. I proudly transmit Fiscal Year 1999-2000 Annual Report to you.

Respectfully submitted,



KATE FAVETTI
Executive Officer

Mission Statement

The Civil Service Commission's Mission is to establish, ensure, and maintain an equitable and credible merit system for public service for the citizens of San Francisco. The Commission seeks to set the standard for excellence in personnel management through an effective, fair, and modern system that recognizes and builds on the diversity, skills, and dedication of public employees. The Commission's goal is to consistently provide the best-qualified candidates for public service in a timely and cost-effective manner.



Highlights of Fiscal Year 1999-2000

- ◆ Commemorated the 100th Anniversary of the Civil Service Commission;
- ◆ Adopted new Rules covering the Uniformed Ranks of the Fire Department including an expanded certification rule for entry-level classes;
- ◆ Adopted Rules extending the use of paid Sick Leave to attend to the illness of a parent, spouse or domestic partner;
- ◆ Implemented mandate of voters in November 1999 election by establishing Civil Service Commission Rules applicable to Service-Critical Classes of the Municipal Transportation Agency;
- ◆ Published and distributed Civil Service Commission Rules Year 2000 Edition containing four (4) Volumes;
- ◆ Commenced Merit System Classes;
- ◆ Established website: www.ci.sf.ca.us/civil_service;
- ◆ Honored and recognized with Commendations celebrating 50-years of City and County service to:

MARK DOLAN

Institutional Utility Worker
Laguna Honda Hospital

WILLIE B. EASHMAN

Automotive Service Worker Assistant Supervisor
Municipal Transportation Agency

AIMEE EXNICIOS

Supervising Probation Officer
Juvenile Probation Department

JOE CORBIN

Parking Meter Repair Supervisor
Department of Parking and Traffic.

Membership of the Commission

The Civil Service Commission is composed of five (5) members, each appointed to serve a six-year term. Commissioners presently serving on the Commission are:

■ **Karen Clopton**



President, appointed October 1993 by Mayor Frank Jordan and reappointed March 2000 by Mayor Willie L. Brown, Jr.

Commissioner Karen Clopton is the first African American woman to serve on the Commission in its 100-year history and she has served in leadership roles throughout her tenure. Special Labor and Employment Counsel at the Law Firm of Leland, Parachini, Steinberg, Matzger & Melnick, Ms. Clopton is an employment law and traditional labor relations expert with more than fifteen years experience in the field. She exclusively represents, advises, and counsels management clients in all aspects of employment and labor relations matters, including discrimination litigation, racial and sexual harassment actions, and secondary boycotts and picketing cases. She was a former trial attorney with the National Labor Relations Board in its Washington, D.C., Oakland, and San Francisco offices. Ms. Clopton is an accomplished lecturer and conducts management training on workplace diversity and discrimination issues, sexual harassment prevention and investigation policies, and preventative labor relations. She is a member of the Board of Governors of the Lawyers Club of San Francisco. She is a graduate of Vassar College (cum laude) and the Antioch School of Law and was awarded the highly competitive Maguire Fellowship by Vassar College for postgraduate study in international and comparative labor-management relations in London, England. Commissioner Clopton served an unprecedented two consecutive terms as Commission President in 1994-95 and 1995-96. She was also Vice President in 1993-94, 1997-98 and 1998-99. Commissioner Clopton was again elected Commission President in 1999-2000.

Commissioner Clopton served on the Mayor's Advisory Employee Relations Panel from 1992-94. Ms. Clopton was awarded the prestigious Individual Award of Achievement by the State Bar of California's Young Lawyers Association in 1994. The San Francisco Commission on the Status of Women honored Ms. Clopton with its Women Who Make a Difference award in 1998 for making a positive difference in women's lives in the areas of employment and economic advancement.

Membership continues

■ **Rosabella Safont**

Vice President, appointed December 1997 by Mayor Willie L. Brown, Jr.



Commissioner Rosabella Safont is the Branch Vice President of Cal Fed Bank in the Marina District of San Francisco. She was previously the Vice President and Manager of Bay View Bank's Mission Banking Center. She has a long history in banking that includes experience in Human Resources, Business Services, Career Development programs, Community Development and Retail Branch banking. Ms. Safont spent the first 20 years of her career at Wells Fargo Bank and was instrumental in developing training programs for disadvantaged minority youths, generating Student Fellowships and in the creation of the Accelerated Career Development Program that advanced opportunities for women and minority officers. She was promoted to Sales Manager and Branch Manager assignments. Ms. Safont's accomplishments in her prior assignments have served her well and have contributed to her success at the Cal Fed Bank in the Marina District. Commissioner Safont was elected Vice President in 1999-2000.

Ms. Safont was born and raised in the Mission and continues to leverage opportunities for her clients and her Community by her strong leadership and direction. She is active in numerous organizations including; President of the Board of the Mission Economic Development Association, Board member of Instituto Familiar de la Raza, Board member of the Mission Merchants Association, Board member of the Latino Democratic Club, on the Advisory Board for the Colegio de la Mission (new campus), a member of the 24th Street Revitalization Committee, member of the Hispanic Chamber of Commerce, member of the San Francisco Chamber of Commerce, member of the Safe Corridor Task Force, member of the Minority Business Opportunity Finance Sub-Committee and a member of the Latino Steering Committee.

Membership continues

■ **Donald A. Casper** Appointed March 2000 by Mayor Willie L. Brown, Jr.



Commissioner Donald A. Casper is a member of the law firm of Jacobs, Spotswood, Casper & Murphy LLP. He maintains a general civil practice serving the needs of small businesses and individuals in both transactional and litigation matters. His areas of concentration include professional, non-profit and closely held business corporations; contractual relations between business entities; real property and landlord-tenant law; and election law.

A fourth-generation San Franciscan, Commissioner Casper has a long history of community involvement. He has served on the boards of RCH (formerly Recreation Center for the Handicapped), Tenderloin Senior Organizing Project, Salesian Boy's and Girls' Club, Italian-American Community Services Agency, and the Columbus Day Celebration. He was chairman of the RCH Board of Directors from 1985 to 1988. Also, he serves on the Legal Affairs Advisory Committee of the Roman Catholic Archdiocese of San Francisco, and is a former president of the St. Thomas More Society, an association of local Catholic lawyers and judges. From 1991 to 1994, he sat on the community Advisory Board of St. Mary's Hospital and Medical Center.

Commissioner Casper is chairman of the San Francisco Republican County Central Committee. He has been elected to the committee by Republican voters in the 13th Assembly District every two years since 1992. His fellow committee members have elected him chairman three times. He also serves on the California Republican State Central Committee.

Commissioner Casper received his undergraduate and law degrees from Georgetown University. He was editor-in-chief of the undergraduate weekly newspaper, *The Hoya*, and was the first recipient of Georgetown's Edward Bunn Award for Journalistic Excellence.

An avid long-distance runner, Commissioner Casper has finished eight marathons.

Membership continues

■ Morgan R. Gorrono



Appointed February 2000 by Mayor Willie L. Brown, Jr.

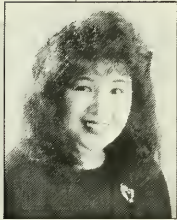
Commissioner Morgan R. Gorrono is the Owner of *The Bar on Castro* and has been credited for turning the establishment into an upscale lounge-type meeting place and changing the gay bar scene in San Francisco. He was formerly the Chief Operations Manager of *The Café* and was instrumental in creating a diverse customer base and initiating an aggressive diversity-hiring program of bartenders and staff receiving full benefits. His efforts have made *The Café* the 2nd biggest employer in the Castro area.

Commissioner Gorrono is active in numerous community service and non-profit organizations. His fundraising activities have benefited P.A.W.S, The AIDS Emergency Fund, The God Father Service Fund and Breast Cancer Research. His community service activities include: Board Member of Merchants of Upper Market and Castro (M.U.M.C.); Founding member and Vice President of the District 8 Democratic Club; Member of C.O.B., an oversight group working to create a Gay/Lesbian homeless youth shelter; Member of Upper Market Citizens Patrol; Member of Mayor Brown's Lavender Steering Committee; Member of Alice B. Toklas Democratic Club; and is an active Member of the S.P.C.A.

Commissioner Gorrono is deeply interested in public safety and law enforcement and works closely with the Mission Police Station, the Police Department and the Police Commission on community safety and protection and officer safety programs.

Membership continues

■ Adrienne Pon



Appointed September 1994 by Mayor Frank Jordan.

Commissioner Adrienne Pon is Director of External Affairs for Pacific Bell, a subsidiary of SBC Communications, where she works closely with state and national advocates to ensure that all communities have a voice in telecommunications and other public policy decisions. Ms. Pon previously served as the company's Local Government liaison where she managed a statewide office responsible for monitoring issues, trends and legislation in all California cities and counties.

Ms. Pon is a strong believer in building networks to increase community access to technology tools, resources, and decision-making. Ms. Pon is active in numerous civic and community organizations. Appointed to the San Francisco Civil Service Commission in 1994, she has completed two consecutive terms as president. She is president and trustee of The Women's Foundation; board director for Northern California Grantmakers; trustee and immediate past chair of the Asian Pacific American Women's Leadership Institute; member and immediate past chair of the National Asian Pacific American Legal Consortium Advisory Council; on the national nominating committee of Girl Scouts U.S.A. and the board of U.S. Women Connect. Ms. Pon is past chair/director of Asian Americans/Pacific Islanders in Philanthropy and board director for Leadership California. She served on the San Francisco Mayor's 1992 Advisory Committee for Proposition J-the Children's Amendment.

Born and raised in San Francisco, Ms. Pon holds a master's degree in Public Affairs & Public Relations and a bachelor's in Health Education. She is a former Loaned Executive to the United Way of the Bay Area and a graduate of the Coro Foundation Cityfocus and Leadership California public affairs programs. Commissioner Pon served two consecutive terms as Commission Vice President in 1994-95 and 1995-96 and three consecutive terms as Commission President in 1996-97, 1997-98 and 1998-99.

Commemoration of 100 Years of Service

On January 5th, 2000 the Civil Service Commission held a Special Meeting to commemorate its 100th Anniversary. **Commission President Karen V. Clopton** convened the meeting with these words: *"the Civil Service Commission was mandated by the citizens of San Francisco 100 years ago to ensure fairness, objectivity, and equity in the recruitment, testing, and hiring of qualified employees for public service...the Commission has remained true to this mission ever since it was established on January 5th, 1900. We hope, and we will do our best, to ensure that the Commission will lead the way in the new millenium, in bringing about the best merit system in the United States for the benefit of the City and County of San Francisco."*

In honor of its 100 years of service, the Civil Service Commission was presented with Resolutions and Commendations from Mayor Willie L. Brown, Jr., the Board of Supervisors, the State Senate, and the State Assembly. Excerpts from these resolutions are listed below:

"Now, therefore, be it resolved that I, Willie L. Brown, Jr., Mayor of the City of San Francisco, honor the San Francisco Civil Service Commission on the occasion of its 100th Anniversary celebration, commend it for its outstanding contribution and service to the citizens of San Francisco and do hereby proclaim January 5th, 2000, as CIVIL SERVICE COMMISSION DAY IN SAN FRANCISCO."

Mayor Willie L. Brown, Jr.

"I feel honored to be able to be here, and to congratulate the Civil Service Commission on all the good work that you do, and have been doing for the past 100 years. Congratulations."

Supervisor Barbara Kaufman

"It is significant for me to say that we also, as members of the Board of Supervisors, give affirmation to all of the good things that were said. And we highly honor this day with our support in singularly indicating that we commend this Commission for its outstanding services for these 100 years on behalf of the civil servants of the City and County of San Francisco."

Supervisor Amos Brown

"In its 100 years of operation, the Civil Service Commission has responded to the changing needs of personnel management through an effective, fair and modern system that recognizes and builds on the diversity, skills and dedication of public employees, and consistently provides the best qualified candidates for public service in a timely and cost effective manner."

State Senator John Burton

"The Civil Service Commission has performed its charge to establish, ensure and maintain an equitable and credible merit system for public service for the citizens of San Francisco."

Assemblyman Kevin Shelley

Attending the Special Meeting were Supervisor Amos Brown, Supervisor Barbara Kaufman, City Attorney Louise Renne; former Commissioners Genevieve Powell, Grant Mickens, Robert J. Costello and former General Manager Bernard Orsi. Congratulation messages were also received from Albert C. Walker, former Executive Officer and Louis Hop Lee, former Civil Service Commissioner.

100 Years of Civil Service Commissioners

TERM OF SERVICE

01/08/1900-01/07/01
 01/08/1900-01/07/02
 01/08/1900-01/07/03
 01/08/01-01/07/03
 01/06/02-01/07/03
 01/08/02-01/07/05
 01/08/02-01/07/05
 01/08/03-01/07/04
 01/08/03-01/07/06
 05/20/03-01/07/06
 01/08/04-01/07/06
 01/08/05-12/15/05
 12/18/05-01/07/08
 01/08/06-01/07/07
 01/08/06-01/07/09
 01/08/07-01/07/10
 01/08/08-01/31/10
 01/08/09-01/07/12
 01/08/10-01/03/12

COMMISSIONER

P.H. McCarthy
 John R. Quinn
 J. Richard Freud
 P.H. McCarthy
 Charles A. Murdock
 Lois J. Ohnimus
 John W. Rogers
 Charles J. Williams
 Joseph R.R. Mersshore
 George H. Bahrs
 Charles J. Williams
 John W. Rogers
 Edward F. Moran
 Richard Cornelius
 George H. Bahrs
 Richard Cornelius
 Matthew I. Brady
 George H. Bahrs
 Frank C. McDonald

MAYOR

James D. Phelan
 James D. Phelan
 James D. Phelan
 James D. Phelan
 James D. Phelan
 James D. Phelan
 E.E. Schmitz
 James D. Phelan
 E.E. Schmitz
 E.E. Schmitz
 E.E. Schmitz
 E.E. Schmitz
 E.E. Schmitz
 E.E. Schmitz
 E.E. Schmitz
 Edward R. Taylor
 Edward R. Taylor
 P.H. McCarthy



100 Years of Service continues

01/31/10-08/26/10	Charles M. Leavy	P.H. McCarthy
09/26/10-01/07/11	Benjamin B. Rosenthal	P.H. McCarthy
01/08/11-01/07/14	Benjamin B. Rosenthal	P.H. McCarthy
01/06/12-01/07/13	Harry E. Michael	P. H. McCarthy
01/08/12-01/07/15	Earle A. Walcott	James Rolph, Jr.
01/08/13-01/07/15	Matthew I. Brady	James Rolph, Jr.
01/08/14-07/01/17	Benjamin B. Rosenthal	James Rolph, Jr.
01/08/15-07/01/15	John J. O'Toole	James Rolph, Jr.
01/08/15-01/07/18	Earle A. Walcott	James Rolph, Jr.
07/01/15-06/30/21	John J. O'Toole	James Rolph, Jr.
07/01/17-06/30/23	George A. Tracey	James Rolph, Jr.
07/01/19-06/30/25	Earle A. Walcott	James Rolph, Jr.
07/01/21-01/04/26	John J. O'Toole	James Rolph, Jr.
07/01/23-12/18/23	George A. Tracey	James Rolph, Jr.
01/08/24-06/30/29	John F. Davis	James Rolph, Jr.
07/01/25-06/30/31	Earle A. Walcott	James Rolph, Jr.
01/07/26-06/30/27	Hugh McKeivitt	James Rolph, Jr.
07/01/27-01/27/31	Hugh McKeivitt	James Rolph, Jr.
07/01/29-06/30/35	William P. McCabe	James Rolph, Jr.
01/03/31-06/30/31	Lewis F. Byington	James Rolph, Jr.
01/27/31-06/30/33	Howard M. McKinley	Angelo J. Rossi
07/01/31-06/30/37	Lewis F. Byington	Angelo J. Rossi
01/08/32-06/30/37	Harry K. Wolff	Angelo J. Rossi
07/01/33-06/30/39	Howard M. McKinley	Angelo J. Rossi
07/01/35-06/30/41	Milton S. Maxwell	Angelo J. Rossi
07/01/37-06/30/43	Harry K. Wolff	Angelo J. Rossi
07/01/39-01/21/41	Howard M. McKinley	Angelo J. Rossi
07/01/41-06/30/47	Milton S. Maxwell	Angelo J. Rossi
07/21/41-04/16/44	John W. Bender	Angelo J. Rossi
07/01/43-06/30/49	Harry K. Wolff	Angelo J. Rossi
04/17/44-06/30/45	Allan E. Charles	Roger D. Lapham
07/01/45-07/10/47	Allan E. Charles	Roger D. Lapham
07/01/47-06/30/53	Francis P. Walsh	Roger D. Lapham
07/10/47-06/30/51	John M. Kennedy	Roger D. Lapham
07/01/49-06/30/55	Charles T. McDonough	Elmer E. Robinson
07/01/51-11/14/53	John M. Kennedy	Elmer E. Robinson

100 Years of Service continues



11/16/53-06/30/55
 07/01/53-09/30/58
 07/01/55-06/30/57
 07/01/55-06/30/60
 07/01/57-06/30/63
 10/01/58-06/30/59
 07/01/59-10/23/64
 07/06/60-06/30/61
 07/01/61-06/30/67
 07/01/63-06/30/69
 10/23/64-06/30/65
 07/01/65-06/01/66
 06/01/66-06/30/71
 07/01/67-11/17/71
 07/01/69-06/12/72
 11/22/71-06/15/72
 07/01/71-06/30/77
 06/13/72-06/30/75
 06/15/72-06/30/73
 07/01/73-03/07/79
 07/01/75-10/25/75
 10/25/75-04/26/79

William Lahanier
 Francis P. Walsh
 John E. Hogg
 William Lahanier
 William Kilpatrick
 Hubert J. Soher
 Hubert J. Soher
 Richard C. Ham
 Richard C. Ham
 William Kilpatrick
 Dorothy Von Beroldingen
 Dorothy Von Beroldingen
 Yori Wada
 John Molinari
 William Kilpatrick
 Gary P. Vannelli
 William J. Chow
 Robert J. Costello
 Joseph C. Tarantino
 Joseph C. Tarantino
 Robert J. Costello
 Frank N. Alioto

Elmer E. Robinson
 Elmer E. Robinson
 Elmer E. Robinson
 Elmer E. Robinson
 George Christopher
 George Christopher
 George Christopher
 George Christopher
 George Christopher
 John F. Shelley
 John F. Shelley
 John F. Shelley
 John F. Shelley
 John F. Shelley
 Joseph L. Alioto
 Joseph L. Alioto
 Joseph L. Alioto
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 Joseph L. Alioto
 Joseph L. Alioto

100 Years of Service continues

12/05/75-06/30/81
 12/12/75-06/30/81
 07/01/77-11/15/77
 11/15/77-09/26/78
 09/26/78-09/10/79
 04/23/79-06/30/79
 04/26/79-06/30/81
 07/01/79-06/30/85
 09/11/79-06/30/83
 07/01/81-02/17/82
 07/01/81-03/29/84
 07/01/81-06/30/87
 03/01/82-06/30/87
 07/01/83-06/30/89
 03/30/84-06/30/87
 07/01/85-01/04/91
 07/01/87-01/29/88
 07/01/87-10/04/93
 07/01/87-06/30/93
 10/25/88-10/04/93
 07/01/89-09/11/89
 11/06/89-09/02/90
 02/12/91-10/11/94
 02/12/91-06/30/91
 07/01/91-06/30/97
 10/04/93-06/30/99
 10/04/93-02/03/00
 07/01/93-02/03/00
 10/08/94-06/30/95
 07/01/95-Present
 07/01/97-Present
 07/01/99-Present
 07/01/99-Present
 07/01/99-10/01/00

Darrell J. Salomon
 Genevieve Powell
 William J. Chow
 Lillian K. Sing
 Rolland C. Lowe
 Carlota Texidor del Portillo
 Allen Haile
 Carlota Texidor del Portillo
 Louis Hop Lee
 Allen Haile
 Darrell J. Salomon
 Genevieve Powell
 Howard Gloyd
 Louis Hop Lee
 A. Lee Munson
 Carlota Texidor del Portillo (6)
 Timothy L. Porter
 Cleo Donovan
 A. Lee Munson
 Grant S. Mickins, III
 Louis Hop Lee
 Richard J. Tomoda
 Emi R. Uyehara
 Juan Rios
 Juan Rios
 Karen Clopton
 George Kosturos
 A. Lee Munson
 Adrienne G. Pon
 Adrienne G. Pon
 Rosabella Safont
 Morgan R. Gorrone
 Donald A. Casper
 Karen Clopton

Joseph L. Alioto
 Joseph L. Alioto
 George R. Moscone
 George R. Moscone
 Dianne Feinstein
 Dianne Feinstein
 Dianne Feinstein
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 Dianne Feinstein
 Dianne Feinstein
 Art Agnos
 Art Agnos
 Art Agnos
 Art Agnos
 Frank Jordan
 Frank Jordan
 Frank Jordan
 Frank Jordan
 Frank Jordan
 Willie L. Brown, Jr.
 Willie L. Brown, Jr.
 Willie L. Brown, Jr.
 Willie L. Brown, Jr.

100 Years of General Managers and Executive Officers of the Civil Service Commission

<u>NAME</u>	<u>APPOINTED</u>	<u>APPOINTMENT ENDED</u>
Edward F. Moran	January 1, 1900	December 18, 1905
Aarons H. Powers	December 18, 1905	December 31, 1907
James J. Maher	January 13, 1908	December 1, 1938
William L. Henderson	December 1, 1938	June 9, 1943
Kathleen Dolen	June 9, 1943	February 14, 1945
William L. Henderson	February 15, 1945	September 4, 1958
Harry Albert (Acting)	September 11, 1958	November 14, 1958
George Grubb	November 14, 1958	December 14, 1971
Bernard A. Orsi	December 15, 1971	March 1, 1977
James F. Wurm (Acting)	January 9, 1974	June 6, 1974
James F. Wurm (Acting)	August 26, 1974	January 7, 1975
John J. Walsh	March 3, 1977	March 29, 1992
Albert C. Walker (Acting)	March 30, 1992	April 18, 1993
Wendell L. Pryor	April 19, 1993	December 5, 1993
Albert C. Walker *	December 6, 1993	January 1, 1998
Kate Favetti	March 16, 1998	Present

- * Proposition "L" (11/93) Restructured Personnel function and created a Department of Human Resources separate from the Civil Service Commission. Albert C. Walker was granted permanent civil service status to Executive Officer, Civil Service Commission by the terms of Proposition L (Charter Sec. 3. 661). The position became appointive by the Civil Service Commission upon Mr. Walker's vacating.

Important Events that have Shaped the City & County of San Francisco Merit System

1900

Establishment of the Civil Service Commission

- The San Francisco Civil Service System was established under the 1900 Freeholder Charter.
- San Francisco Civil Service Commission was established, simultaneously with the establishment of the merit system for the City and County of San Francisco.
- The Civil Service Commission one of the oldest in the country, pre-dated only by just a few years by Chicago, New York, and a few other Eastern municipalities. San Francisco has the oldest civil service system West of the Mississippi.
- The first members of the Commission were P.H. McCarthy, John E. Quinn, and Richard Freud, who were appointed by Mayor James D. Phelan on December 30, 1899.
- The Commission's first meeting occurred on January 5, 1900; Richard Freud was elected president.
- The first competitive examination was held on January 8, 1900, and as a result, Edward F. Moran was appointed "Chief Examiner and Secretary" of the Commission.
- The offices of the Commission opened to the public at noon, January 8, 1900, and by 5:00 p.m., 621 Laborers applications were received and hundreds of applications for examinations were issued.

1932

Charter Reform

- Enlarged the scope of duties of the Civil Service Commission
- Gave greater powers to the Civil Service Commission to enforce its rulings and included the following important components:
 - Control of the classification plan;
 - Restrictions on exempt appointments;
 - Provisions for practical, free and competitive examinations;
 - Persons appointed subject to a six-month probationary period;
 - Decision of Civil Service Commission on appeals is final;
 - Prohibition of political activity;
 - Central control to assure the unhampered operation of the merit system.

Important Events that have Shaped the City & County of San Francisco Merit System

1975

Expansion of Civil Service Commission

The electorate voted to:

- Expand the Civil Service Commission from three (3) members to five (5) members;
- Require not less one member be a woman;
- Require a special oath upon appointment.

1979

Compliance agreement between the Office of Revenue Sharing and the City & County of San Francisco.

- Created open, competitive process for promotive examination;
- Allowed horizontal and vertical access to the promotive system;
- Permitted an accelerated examination process to address long term temporary employees;
- Expanded recruitment efforts for city jobs to support the citywide equal employment opportunity plan;
- Established an in-house discrimination complaint procedure.

1991

Civil Service Reform and Collective Bargaining

The electorate approved four (4) ballot measures that:

- Removed a number of Charter provisions word for word and added them to the Civil Service Commission Rules to allow for negotiation on changes through a meet and confer process;
- Increased flexibility in classification of positions;
- Established the minimum certification Rule of Three Scores;
- Provided for collective bargaining subject to merit system carve-outs.

Important Events that have Shaped the City & County of San Francisco Merit System

1993

Creation of the Department of Human Resources

Ballot measure approved by the electorate:

- To create the Department of Human Resources effective January 1, 1994;
- Redefined the Civil Service Commission role from an operational personnel department to a policy making/appeals board;

1996

Charter Revision

- Revised, recodified and reorganized the 1932 Charter;
- Clarified role of the Civil Service Commission to reflect the Civil Service Commission's jurisdiction and the merit system in the new collective bargaining environment;
- Placed limits in the Charter on the duration of provisional appointments;
- Required that not less than two (2) members of the Civil service Commission be women.

1999

Creation of Municipal Transportation Agency (MTA) (Proposition E)

- Voters approved the creation of the Municipal Transportation Agency (MTA) in November 1999 election;
- Preserved the role of the Civil Service Commission as to merit system issues in the Municipal Transportation Agency.

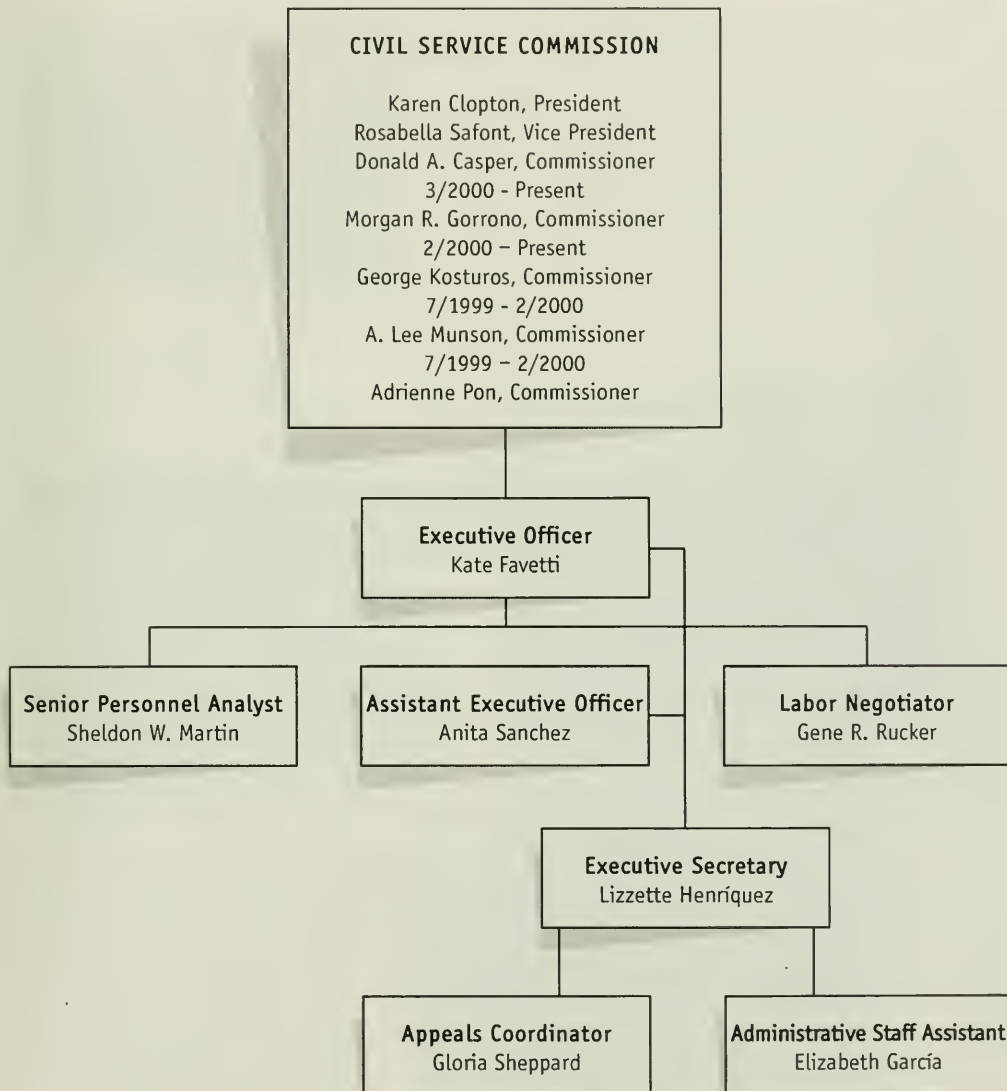
Civil Service: 2000

The Civil Service Commission is charged to oversee, regulate, and serve as final arbiter of the City and County of San Francisco civil service merit system by:

- Promulgating Rules, policies, and procedures to establish the framework for the operation of the City and County personnel system. As such, the Commission approves Rules and procedures governing Equal Employment Opportunity, applications, examinations, eligibility, duration of eligible lists, appointments, promotions, transfers, resignations, and related personnel matters;
- Considering of appeals of administrative actions, including discrimination complaints, and rendering final and binding decisions;
- Investigating and resolving charges of unfair labor practices, and complaints of discrimination, sexual harassment, and otherwise prohibited nepotism and favoritism;
- Instituting legal proceedings, if necessary, to abate violations of the Civil Service merit system provisions of the City and County Charter and Commission regulations;
- Directing the Human Resources Director to take such action as the Commission believes necessary to carry out the civil service merit system provisions of the Charter.

The Civil Service Commission continues to define its role and concentrate on its Charter functions on formulating policy and creating the structure for the personnel system of the City and County.

Organization Chart



Staff

Kate Favetti, Executive Officer
 Elizabeth García, Administrative Staff Assistant
 Lizzette Henríquez, Executive Secretary
 Sheldon W. Martin, Senior Personnel Analyst
 Gene D. Rucker, Labor Negotiator
 Anita Sanchez, Assistant Executive Officer
 Gloria Sheppard, Appeals Coordinator



Staff

Budget

The Fiscal Year 1999-2000 budget appropriation was as follows:

ACCOUNT	ADOPTED BUDGET	TOTAL
Salary & Fringe Benefits		
Permanent	\$487,253	
Temporary	3,000	
Premium	2,000	
Fringe Benefits	107,273	\$599,526
Special and Professional Services		
Professional Services	25,007	
Rents and Leases	47,831	
Services of Other Dept.	62,350	
Materials, Supplies and		
Equipment	14,811	
Training	2,000	151,999
Total Budget Appropriation		\$751,525

Commission Meetings

The Civil Service Commission held a total of 24 meetings during Fiscal Year 1999-2000. Of the meetings, 16 were regular and 8 were special meetings.

The Commission meets to review requests for hearing of employee separations from service, classification appeals, certain compensation appeals, appeals of the Human Resources Director's decisions on certain administrative matters, examination appeals, proposed Civil Service Commission Rule changes, and proposed Charter amendments. The Commission also certifies the rates of pay for Police Officers, Firefighters, Registered Nurses, Transit Operators (until June 30, 2000), and the prevailing wage rates for Crafts. In addition, the Commission sets the salary and benefits of all elected officials of the City and County of San Francisco within the parameters established by Charter Section A8.409-1.



Commissioners



Richard Sullivan, Tax Collector receives commendation on his retirement.



Board Room

Civil Service Commission Merit System Policy and Rules Making Authority

The City and County of San Francisco Charter delineates the responsibilities of the Civil Service Commission and outlines the civil service merit system to include (but not limited to):

- the authority, purpose, definitions, administration, and organization of the merit system and the Civil Service Commission;
- the establishment of policies, procedures and Rules governing allegations of discrimination or otherwise prohibited nepotism or favoritism; applications; examinations; eligibility; duration of eligible lists; certification of eligibles; leaves of absence; appointments; promotions; transfers; resignations; lay-offs or reduction in force, both permanent and temporary, due to lack of work or funds, retrenchment or completion of work; the designation and filling of positions, as exempt, temporary, provisional, part-time, seasonal, or permanent; status and status rights; probationary status and the administration of probationary periods except duration; pre-employment and fitness for duty medical examinations, except for the conditions under which referrals for duty will be made, and the imposition of new requirements; classification; conflict of interest; and other matters not in conflict with the Charter
- the ability to inquire into the operation of the civil service merit system to ensure compliance; and
- the hearing of appeals from an action of the Human Resources Director.

Civil Service Commission Rules

Foremost in the Commission's agenda is to modernize and streamline the Civil Service Commission Rules, to protect the civil service merit system, and to control costs which result from practices which may not be conducive to the efficient operation of a department. The Civil Service Commission recognizes the need to make our workforce more efficient by providing managers with the necessary tools which conform with and anticipate changes in the work environment so as to avoid expending unnecessary personnel time and resources on duplicative or archaic practices.

Civil Service Commission Rules Year 2000

The Civil Service Commission acted on October 4, 1999 to recodify and reformat the Rules to provide consistent administration, uniformity and easy readability.

Civil Service Commission Rules – 1996 Edition		Civil Service Commission – Year 2000 Edition Rules			
Rule Number and Title		Volume I Miscellaneous Classes	Volume II Uniformed Ranks of the Police Department	Volume III Uniformed Ranks of the Fire Department	Volume IV Municipal Transportation Agency Service-Critical
Rule 1	Authority and Purpose	Rule 101	Rule 201	Rule 301	Rule 401
Rule 2	Definitions	Rule 102	Rule 202	Rule 302	Rule 402
Rule 3	Equal Employment Opportunity	Rule 103	Rule 203	Rule 303	Rule 403
Rule 4	Administration	Rule 104	Rule 204	Rule 304	Rule 404
Rule 5	Meetings and Hearings of the Commission	Rule 105	Rule 205	Rule 305	Rule 405
Rule 6	TWU Trust Fund	Rule 106	Blank	Blank	Rule 406
Rule 7	Rules Related to the Employer-Employee Relations Ordinance	Rule 107	Rule 207	Rule 307	Rule 407
Rule 8	Blank	Blank	Blank	Blank	Blank
Rule 9	Position Classification	Rule 109	Rule 209	Rule 309	Rule 409
Rule 10	Examination Announcements and Applicants	Rule 110	Rule 210	Rule 310	Rule 410
Rule 11	Examinations	Rule 111	Rule 211	Rule 311	Rule 411
Rule 12	Eligible Lists	Rule 112	Rule 212	Rule 312	Rule 412
Rule 13	Certification of Eligibles	Rule 113	Rule 213	Rule 313	Rule 413
Rule 14	Appointments	Rule 114	Rule 214	Rule 314	Rule 414
Rule 15	Rules Related to the Employment of Persons with Disabilities	Rule 115	Rule 215	Rule 315	Rule 415
Rule 16	Medical Examinations	Rule 116	Rule 216	Rule 316	Rule 416
Rule 17	Probationary Period	Rule 117	Rule 217	Rule 317	Rule 417
Rule 18	Conflict of Interest	Rule 118	Rule 218	Rule 318	Rule 418
Rule 19	Resignation	Rule 119	Rule 219	Rule 319	Rule 419
Rule 20	Leaves of Absence	Rule 120	Rule 220	Rule 320	Rule 420
Rule 21	Layoff	Rule 121	Rule 221	Rule 321	Rule 421
Rule 22	Employee Separation Procedures	Rule 122	Rule 222	Rule 322	Rule 422

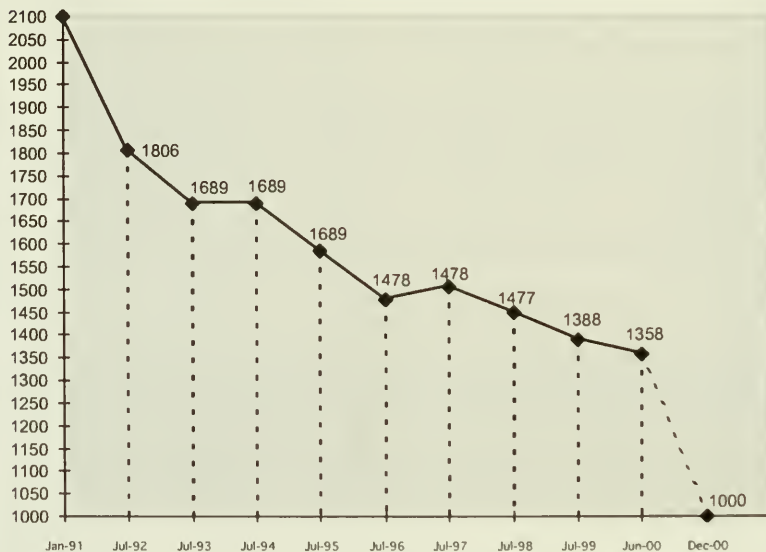
Oversight By Policy and Procedure

An Effective Classification Plan

Class Consolidation Priority

The Civil Service Commission adopted in 1991, a policy directive to reduce the number of City and County classes to 1,000 or fewer by the year 2000. The Commission continues to pursue this goal directing its efforts towards rules, policies, and procedures that facilitate classification transactions conducted by the Department of Human Resources. The City now has approximately 1,358 classes, down 742 from over 2,100 in a 1991 peak (a 35% decrease).

Class Consolidation



Professional Services Contracts

The Civil Service Commission reviews proposed professional services contracting decisions to determine whether it has jurisdiction to provide the needed services through the classified civil service. Professional services contracts include agreements for services paid by the City and County of San Francisco with individuals, companies, corporations, non-profit organizations, and other public agencies.

The role of the Civil Service Commission is to determine whether the circumstance pertaining to the need to provide services in a particular situation (or situations) warrants the use of a professional services contract or contractors in lieu of civil service employees. The Commission's role and responsibilities are in accordance with the City Attorney opinions and are consistent with the objectives of Proposition L (11/93) in that it places the Civil Service Commission in a policy-making, rather than an administrative role in the selection of individual contractors.

The Commission adopted revised procedures on December 5, 1994, which became effective on January 1, 1995. The revised procedures streamlined and expedited the processing of professional services contracts by eliminating a significant amount of bureaucratic red tape. This was accomplished without loss of the monitoring and auditing of the contracting procedure placed by the Charter in the Commission's jurisdiction. The procedures are periodically reviewed and revised by the Civil Service Commission.

Important points in the procedures include:

- A streamlined Civil Service Commission approval process for professional services contracts; the Civil Service Commission reviews proposed professional services contracts for greater than \$50,000;

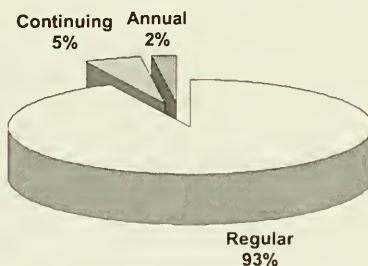
- A Professional Services Contracts approval option that is consistent with the City and County's budgetary process by providing departments with the ability to include contract-ed services as part of the departmental budget when being submitted to the Mayor's Office;

- An appeal procedure that alleviates the need for departmental representatives to attend Civil Service Commission meetings when there is no objection to Professional Services Contracts they have submitted for approval.

Professional Services Contracts

The following chart is a breakdown of the approval types for professional services contracts.

Types of Professional Services Contracts



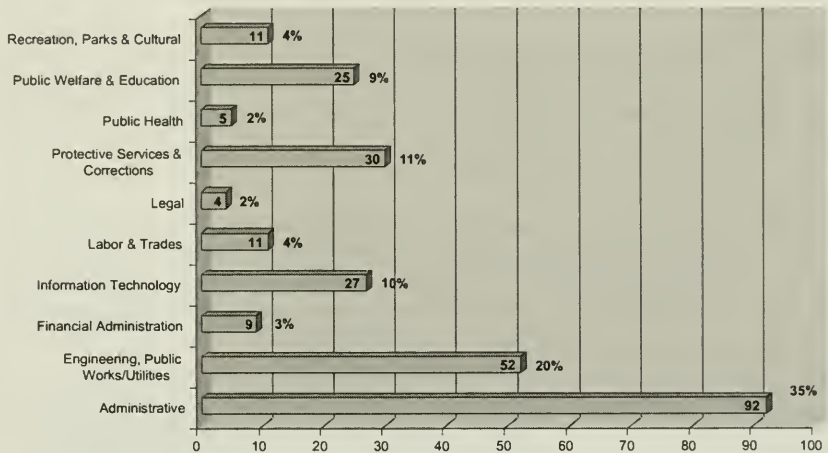
100% = 266 Contracts Requiring Civil Service Commission Approval

Representatives from the Controller's Office, Purchaser Office, Human Rights Commission, Department of Public Health Commission and the Civil Service Commission conduct ongoing workshops available through the Department of Human Resources to train managers, supervisors, and contract administrators on Professional Services Contracts procedures.

Professional Services Contracts

Below is a breakdown of the type of service provided for professional services contracts:

Types of Service Provided for Personal Services Contracts



Oversight through Hearings and Appeals

Civil Service Commission Appeals

The Charter provides that a major function of the Commission is to consider appeals of administrative actions. Consideration of appeals provides a mechanism for the Commission to monitor the status of the merit system.

The Commission received a total of 139 appeals and requests for hearings during Fiscal Year 1999-2000. Of these, the Commission reviewed a total of 90 items, which included 17 requests for hearing and 73 appeals; 55 were resolved by the Commission. Many appeals were successfully resolved administratively and did not require a Civil Service Commission hearing, or, are still pending.

The Commission also rules on appeals in future employment with the City & County following employee separations from service: entrance probationary; promotive probationary; automatic resignations due to abandonment of position; terminations of temporary employees appointed from civil service lists, resignations certified as services unsatisfactory; and dismissals of permanent employees.



Employee Relations Ordinance

The Employee Relations Ordinance (ERO) was adopted October 9, 1973 to carry out the provisions of the Meyers-Milias-Brown Act, the State's Labor Relations Act for local government employees. This Ordinance is maintained by the Civil Service Commission and is part of the Administrative Code that authorizes the Commission to perform functions required for ERO administration.

The Commission is both neutral and impartial in its role of providing a reasonable foundation to resolve labor relation disputes. The ERO promotes communication between the City and its employees and their representative employee organizations. Civil Service Commission Rule 07 Series – Rules Related to the Employee Relations Ordinance, was adopted to provide specific administrative procedures to carry out these functions which were assumed by the Commission in August 1976.

The various functions assigned to the Civil Service Commission by the City and County of San Francisco's Employee Relations Ordinance include, but are not limited to:

Unfair Labor Practice Charges

The Employee Relations Ordinance provides for the investigation and resolution of Unfair Labor Practice Charges. An employee or group of employees, an employee organization or management may file charges on the prescribed form (CSC 101) within the specified timeframe. Staff investigates the charge with the purpose of determining if the allegations constitute a "prima facie" case. If a "prima facie" case is not found, staff dismisses the charge. If there appears to be a "prima facie" case, staff attempts to mediate the dispute between the parties. If the parties do not agree to mediation or attempts are not successful, the charge is referred to an Administrative Law Judge for hearing and final determination.

Bargaining Unit Assignments

The Employee Relations Ordinance provides that the Department of Human Resources is responsible for assigning or reassigning classes to bargaining units. The Employee Relations Ordinance permits affected employees or registered employee organizations to file complaints over the allocation of classes to bargaining units. Complaints are filed on the required form (CSC 102) and must be received by the Civil Service Commission no later than twenty (20) calendar days from the date of the original notice from the Department of Human Resources. Staff reviews the complaint to determine if it is time-

Employee Relations Ordinance

continues

ly and contains sufficient information to proceed. The Employee Relations Division Director is informed, and requested to prepare a response to the complaint. If the complaint is not resolved, it is referred to an Administrative Law Judge for hearing.

Management, Supervisory, Confidential Designations

The Employee Relations Division of the Department of Human Resources is responsible for placing Management, Supervisory, or Confidential designations to specific positions after consulting with department heads because of the nature of their functional role within a department. Designation assignments may be protested by filing a complaint by using the prescribed form (CSC 103) with the Civil Service Commission. Staff reviews the complaint, and attempts to mediate the dispute. If mediation is not possible, staff arranges for the issue to be submitted before an Administrative Law Judge for hearing and final determination.

Recognition Elections: Employee Organization Certification or Decertification

Recognition

A registered employee organization may petition to become the recognized representative for a Bargaining Unit composed of classes with similar duties and responsibilities for employees not represented.

Challenge petition

An employee organization submits a valid petition, which affords the employee organization an opportunity to be added to the ballot.

Decertification/Recognition

Concurrent election to unrepresent and elect a new employee organization on the same petition;

Formal recognition of an employee organization entitles it to rights and responsibilities as specified in the ERO. Validity requires a 30% show of interest from all employees in the affected bargaining unit. Upon receipt of a valid petition requesting recognition and completion of the procedural requirements, staff conducts a secret ballot election. The majority of the valid ballots cast determine the results of the election. If a majority vote can not be determined, a run-off election is held.

Employee Relations Ordinance

continues

Elections



CSC receives valid recognition petition from a registered union showing 30% interest.



CSC notifies all other registered employee organizations of the 30-day requirement to challenge the valid petition. (Must wait at least 30 days before conducting the election.)



CSC conducts a conference with election agent and parties involved in the election.



CSC sends election plan and election agreement form to confirm agreement of all parties.



CSC determines and resolves all the logistical issues.



CSC posts election notice 5 business days before election.



Public inspection of Voter Eligibility List.



Hold Secret Ballot Election.



After the 7 day protest period, CSC certifies election — provided no protests were received.

Employee Relations Ordinance

continues

Affiliation, Disaffiliation or Merger of Labor Organizations

The Civil Service Commission certifies employee organizations when they affiliate, disaffiliate, or merge with other employee organizations. An affiliation is the formal joining or association of an employee organization with another organization. The employee organization remains a legal entity, but its name may change. A disaffiliation is when two employee organizations agree to no longer affiliate. A merger occurs when two (2) or more employee organizations become a single new legal entity. The absorbed union(s) loses recognition for all its recognized bargaining units as recognition is transferred to the newly merged organization.

In Appreciation

In the course of carrying out our duties, the members and staff of the Civil Service Commission interact with a wide range of people both in and outside of City government. The Commission works closely with the Mayor and other elected officials, employee organizations, departmental management and staff, and community leaders and groups. These people contribute a great deal of effort and support to the Commission and we would like to acknowledge them.

The Honorable Willie L. Brown, Jr., Mayor
The Honorable Tom Ammiano, Board of Supervisors
The Honorable Alicia Becerril, Board of Supervisors
The Honorable Sue Bierman, Board of Supervisors
The Honorable Amos Brown, Board of Supervisors
The Honorable Jeff Brown, Public Defender
The Honorable Terrence Hallinan, District Attorney
The Honorable Mike Hennessey, Sheriff
The Honorable Leslie R. Katz, Board of Supervisors
The Honorable Barbara Kaufman, Board of Supervisors
The Honorable Susan Leal, Treasurer
The Honorable Mark Leno, Board of Supervisors
The Honorable Gavin Newsom, Board of Supervisors
The Honorable Louise Renne, Office of the City Attorney
The Honorable Mabel Teng, Board of Supervisors
The Honorable Doris Ward, Assessor
The Honorable Michael J. Yaki, Board of Supervisors
The Honorable Leland Y. Yee, Board of Supervisors
Former Civil Service Commissioner George Kosturos
Former Civil Service Commissioner A. Lee Munson
Cathy Abela, Department of Building Inspection
Arlene Ackerman, San Francisco Unified School District
Nancy Alfaro, County Clerk
Frank Anderson, Human Rights Commission
Rod Auyang, Department of Public Health
Marsha Bell, Law Library
Kevin Berry, Local 39
Dolores Blanding, Airport Commission
Sue Blomberg, Workers' Compensation, DHR
Janet Bosnich, Department of Human Resources
Thera Bradshaw, Emergency Communications Department
Michael Brown, Department of Public Health
Thornton C. Bunch, Airport Commission

In Appreciation continues

Michael Burns, Municipal Transportation Agency
Dale Butler, Local 790
Denise Cannonier, Airport Commission
Alan Carlson, Superior Court
Michael Casey, Municipal Transportation Agency
Gilda Cassanego, Department of Human Resources
Silvia Castellanos, Department of Human Resources
Rafael Centeno, Airport Commission
Armando Cervantes, Adult Probation
Frank Chiu, Department of Building Inspection
Vicki A. Clayton, Office of the City Attorney
John Cooper, Office of the City Attorney
Ann Courtright, Art Commission
Chris Cunnie, San Francisco Police Officers' Association
Dr. Phillip Day, Jr., San Francisco City College District
Anthony Delucchi, Real Estate Department
Buck Delventhal, Office of the City Attorney
Former Chief Robert L. Demmons, Fire Department
Katherine Dere, Department of Public Health
Chief Maryann De Souza, Sheriff
Gregory Diaz, Assessor-Recorder
Leo Dinneen, Department of Human Resources
Mary Dunlap, Office of Citizens Complaints
Gloria Escobar, San Francisco Unified School District
Patty Fado, Department of Elections
Sandra Favale, Department of Human Resources
Bill Fazande, Local 38
Robert Feldman, Board of Appeals
Eugene Freeman, Department of Human Services
David Frieders, Department of Agriculture, Weights and Measures
Carl Friedman, Animal Care and Control
Janice Fukuda, Airport Commission
Diana Garcia, Department of Human Resources
Luis Garcia, Department of Human Resources
Edward Gazzano, Department of Public Health
Kin Gee, Recreation and Park Department
David German, Mail & Reproduction Services
Norma Gill, Municipal Transportation Agency
Lori Giorgi, Office of the City Attorney
Elizabeth Goldstein, Recreation and Park Department

In Appreciation continues

Julie Gonzalez, Police Department
Andrea Gourdine, Department of Human Resources
Gerald Green, Planning Department
Joe Grubb, Rent Arbitration Board
Fred Hamdun, Department of Parking and Traffic
John Hanley, Firefighters Local 798
Virginia Harmon, Human Rights Commission
Ed Harrington, Office of the Controller
Vincent A. Harrington, Jr., Attorney, S.F. Police Officers' Association
Tom Harrison, Local 261
Assistant Deputy Chief Joanne Hayes-White, Fire Department
Mercedes Hernandez, Juvenile Probation
Ricardo Hernandez, Public Administrator/Public Guardian
Alice Herndon, Department of Emergency Services
Candace Heurlin, Department of Human Resources
Jonathan Holtzman, Office of the Mayor
Terence Howzell, Office of the City Attorney
James Horan, Department of Public Works
Yvonne Hudson, Health Service System
Kevin Hughes, Local 6
James Ilnicki, Airport Commission
Caryl Ito, Airport Commission
Janice Ito, Department of Public Health
Eric Jue, Department of Human Resources
Dr. Mitch Katz, Department of Public Health
Gail Kuwamoto, Department of Telecommunications and Information Services
Steve Lara, War Memorial
Chief Fred Lau, Police Department
Valerie LeBeaux, Department of Parking and Traffic
Ed Lee, Purchasing
Linda Lee, Department of Human Resources
Theresa Lee, Airport Commission
William Lee, Administrative Services
Ann Lehman, Department on the Status of Women
Galen Leung, Department of Public Health
Ed Lieberman, Local 3
Liza Lowery, Department of Telecommunications and Information Services
Joan Lubamersky, Administrative Services
Michael Lum, Municipal Transportation Agency
April Madison-Ramsey, Office of the City Attorney

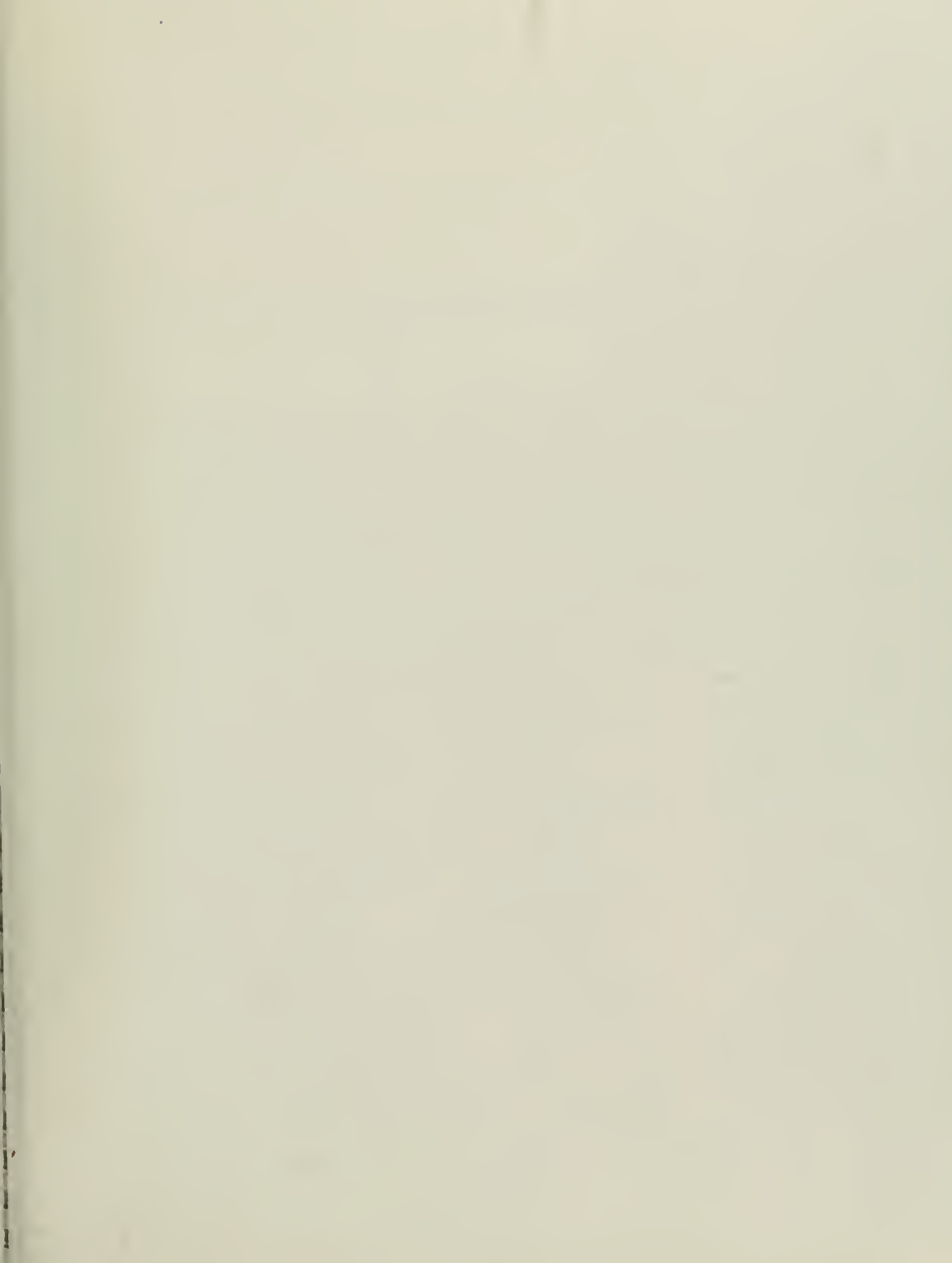
In Appreciation continues

Kathy Mallegni, Port
Linda Marini, Department of Human Resources
Donna Marion, Public Library
John Marquez, Department of Building Inspection
John Martin, Airport Commission
Karen McVey, Office of the Controller
Sonia Melara, Department on the Status of Women
Jesse Myers, Department of Real Estate
Michele Modena, Department of Human Resources
Jack Moerschbaeher, Convention Facilities
Josie Mooney, Service Employees International Union
Manuel Moreno, San Francisco Community College District
John Mullane, Public Utilities Commission
Clare Murphy, Retirement Board
Elizabeth Murray, War Memorial & Performing Arts Center
Kathy Murray, Department of Parking and Traffic
Richard Newirth, Arts Commission
Hoang Nguyen, Department of Human Resources
David Novogrodsky, Local 21
Vernon Nulph, Department of Human Resources
Leonardo Ortega, Department of Human Resources
Deputy Chief Melinda Pengel, Police Department
Pat Pon, Department of Human Resources
LaWanna Preston, Service Employees International Union
Vicki Rambo, Municipal Transportation Agency
Gerald Redmond, Department of Human Resources
Janet Richardson, Office of the City Attorney
Judith Riggle, San Francisco Police Officers' Association
Janet Rogers, Department of Human Resources
Marc Rosaaen, Purchasing
Harvey Rose, Budget Analyst
Larry Ross, Commission on Aging
Linda Ross, Office of the City Attorney
Geoffrey Rothman, Department of Human Resources
Carol Sam, Department of Public Health
Emily Sano, Asian Art Museum
Mabel Sha, Municipal Transportation Agency
Binnie Singh, Fire Department
Tanya Smith, Public Utilities Commission
Clara Starr, San Francisco Community College District

In Appreciation continues

Dr. Boyd Stephens, Medical Examiners Office
Peg Stevenson, Office of the Controller
Peter Stokes, Department of Human Resources
Molly Stump, Office of the City Attorney
Bruce Topp, Department of Human Services
Cat Valdez, Office of the City Attorney
Faith Van Putten, Municipal Transportation Agency
Ginny Vida, Ethics Commission
Francesca Vietor, Environment
Alice Villagomez, Department of Human Resources
Inspector Kelly Waterfield, Police Department
Deputy Chief Bill Welch, Police Department
Jesse Williams, Juvenile Probation
Larry Williams, Municipal Transportation Agency
Bill Wong, Local 22
Doug Wong, Port
Ray Wong, Department of Human Resources
Nancy Woo, Administrative Services
Dorothy Yee, Department of Human Resources
Benson Young, Department of Human Resources
Gloria Young, Board of Supervisors
Linda Zane, Reproduction and Mail Services

And to those many others whom we have not listed, Thank you!



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CITY AND COUNTY OF SAN FRANCISCO

CIVIL SERVICE COMMISSION

ANNUAL REPORT
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City and County of San
Francisco

CIVIL SERVICE
COMMISSION
ANNUAL REPORT

Fiscal Year 2000-2001

Civil Service Commission

Rosabella Safont, President
Donald A. Casper, Vice President
Morgan R. Gorrone, Commissioner
Adrienne Pon, Commissioner
Linda Richardson, Commissioner

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Commission Staff

Kate Favetti, Executive Officer
Elizabeth García, Administrative Staff Assistant
Lizzette Henríquez, Rules, Personnel & Office Coordinator
Sheldon W. Martin, Senior Personnel Analyst
Gene D. Rucker, Labor Negotiator
Anita Sanchez, Assistant Executive Officer
Gloria Sheppard, Appeals Coordinator

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December 31, 2001

The Honorable Willie L. Brown, Jr.
Mayor of the City and County of San Francisco
City Hall, Room 200
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102

Dear Mayor Brown:

It is with great pleasure that the Civil Service Commission submits its Annual Report for Fiscal Year 2000-2001.

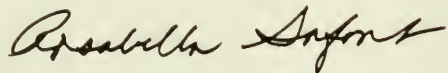
The Commission continues its dynamic and progressive approach towards the City's merit system employment structure. This Annual Report reflects the Commission's commitment and focus on providing the best-qualified candidates for public service and employment opportunities for all prospective and current employees of the City and County.

This year, as part of its accomplishments, the Commission spearheaded significant efforts in modernizing the Civil Service Commission Rules. Major and long awaited changes affecting the Rules on Classification, Status, Veterans Preference and Municipal Transportation Agency Eligible Lists were adopted. The Civil Service Commission also reached mutual agreement on the modernization of Rules on Applications, Examinations, and Eligible Lists applicable to the Uniformed Ranks of the San Francisco Fire Department.

On behalf of the members of the Civil Service Commission and its staff, I am pleased to forward the Commission's Fiscal Year 2000-2001 Annual Report.

Respectfully submitted,

CIVIL SERVICE COMMISSION

A handwritten signature in black ink, reading "Rosabella Safont". The signature is fluid and cursive, with a long, sweeping tail on the final letter.

ROSABELLA SAFONT
President

December 31, 2001

Civil Service Commission
25 Van Ness Avenue, Room 720
San Francisco, CA 94102

Dear Commissioners:

This year's Annual Report focuses on the accomplishments of the Civil Service Commission and its department during Fiscal Year 2000-2001 and highlights the important role the Civil Service Commission plays in creating a fair and equitable employment structure for the City and County of San Francisco.

The Civil Service Commission made great strides this fiscal year in modernizing policy, procedures and rules culminating in the adoption of new Rules on Classification, Status and Veterans Preference. The Civil Service Commission also approved significant changes to the Rules applicable to the Uniformed Ranks of the Fire Department on Applications, Examinations and Eligible Lists.

Training workshops on the merit system were conducted in record numbers this year and included departmental managers and staff, human resources professional and support staff, City Attorney staff and employee organization representatives. The Civil Service Commission's publication, the Civil Service Adviser, continued as a regularly published voice for the merit system and this year covered such issues as selection from eligible lists, appointments and merit system principles.

I wish to take this opportunity to thank the Civil Service Commission for its support and to highlight the outstanding performance of the Civil Service Commission staff in achieving the Commission's goals and objectives. I proudly transmit the Fiscal Year 2000-2001 Annual Report to you.

Respectfully submitted,

A handwritten signature in cursive script, reading "Kate Favetti".

KATE FAVETTI
Executive Officer

Mission Statement

The Civil Service Commission's Mission is to establish, ensure, and maintain an equitable and credible merit system for public service for the citizens of San Francisco. The Commission seeks to set the standard for excellence in personnel management through an effective, fair, and modern system that recognizes and builds on the diversity, skills, and dedication of public employees. The Commission's goal is to consistently provide the best-qualified candidates for public service in a timely and cost-effective manner.



Highlights of Fiscal Year 2000-2001

- ◆ Adopted new Rules on Classification and Status;
- ◆ Updated Veterans' Preference in examinations and extended this benefit to domestic partners;
- ◆ Revised the Application, Examination, and Eligible List Rules applicable to the Uniformed Ranks of the Fire Department – representing the second phase of modernization since the termination of the Consent Decree;
- ◆ Built flexibility into the Rules on future employment to allow employees who demonstrate satisfactory performance on a job and reconsideration of an employment ban;
- ◆ Modernized the Municipal Transportation Agency Rules on Duration of Eligible Lists and Advancement from Part-Time to Full-Time to streamline the hiring process;
- ◆ Expanded the Civil Service Commission website to include four volumes of Rules, the policy and procedures on filing appeals, the appeals filing form, and procedures on staff reports;
- ◆ Conducted a record number of training workshops on the merit system at both central locations and on-site workshops.

Membership of the Commission

The Civil Service Commission is composed of five (5) members, each appointed to serve a six-year term. Commissioners presently serving on the Commission are:

■ **Rosabella Safont** President, appointed December 1997 by Mayor Willie L. Brown, Jr.



Commissioner Rosabella Safont has extensive history in banking that includes experience in Human Resources, Business Services, Career Development programs, Community Development and Retail Branch banking. Ms. Safont spent the first 20 years of her career at Wells Fargo Bank and was instrumental in developing training programs for disadvantaged minority youths, generating Student Fellowships and in the creation of the Accelerated Career Development Program that advanced opportunities for women and minority officers. She was promoted to Sales Manager and Branch Manager assignments. Ms. Safont's accomplishments in her prior assignments have served her well and have contributed to her success. Commissioner Safont was elected Vice President in 1999-2000, and President in 2001-2002.

Ms. Safont was born and raised in the Mission and continues to leverage opportunities for her clients and her Community by her strong leadership and direction. She is active in numerous organizations including: President of the Board of the Mission Economic Development Association, Board member of San Francisco Beautiful, Board member of the YWCA, Board member of Instituto Familiar de la Raza. She also serves on the Advisory Board for the Colegio de la Mission (new campus) and is a member of the 24th Street Revitalization Committee, member of the San Francisco Chamber of Commerce, member of the Safe Corridor Task Force, member of the Latino Democratic Club and member of the Minority Business Opportunity Finance Sub-Committee. Ms. Safont previously served on the Board of the Mission Merchants Association for four years and was one of the founding members of the Latino Steering Committee.

Membership continues

- **Donald A. Casper** Vice President, Appointed March 2000 by Mayor Willie L. Brown, Jr.



Commissioner Donald A. Casper is a member of the law firm of Jacobs, Spotswood, Casper & Murphy LLP. He maintains a general civil practice serving the needs of small businesses and individuals in both transactional and litigation matters. His areas of concentration include professional, non-profit and closely held business corporations; contractual relations between business entities; real property and landlord-tenant law; and election law.

A fourth-generation San Franciscan, Commissioner Casper has a long history of community involvement. He has served on the boards of RCH (formerly Recreation Center for the Handicapped), Tenderloin Senior Organizing Project, Salesian Boys' and Girls' Club, Italian-American Community Services Agency, and the Columbus Day Celebration. He was chair of the RCH Board of Directors from 1985 to 1988. Also, he serves on the Legal Affairs Advisory Committee of the Roman Catholic Archdiocese of San Francisco, and is a former president of the St. Thomas More Society, an association of local Catholic lawyers and judges. From 1991 to 1994, he sat on the Community Advisory Board of St. Mary's Hospital and Medical Center.

Commissioner Casper is chair of the San Francisco Republican County Central Committee. He has been elected to the committee by Republican voters in the 13th Assembly District every two years since 1992. His fellow committee members have elected him chair three times. He also serves on the California Republican State Central Committee.

Since 1993, Commissioner Casper has been a member of the governing board of the San Francisco State Building Authority, a state-local joint powers agency charged with the restoration of the Earl Warren State Office Building and construction of the adjoining Hiram W. Johnson Building, in San Francisco's Civic Center. The complex houses the California Supreme Court, the First District Court of Appeal, the Workers Compensation Appeals Board, and regional offices of other state government entities.

Commissioner Casper received his undergraduate and law degrees from Georgetown University. He was editor-in-chief of the undergraduate weekly newspaper, *The Hoya*, and was the first recipient of Georgetown's Edward Bunn Award for Journalistic Excellence.

An avid long-distance runner, Commissioner Casper has finished nine marathons. The most recent was the 2001 Marine Corps Marathon in Washington, D.C.

Membership continues

■ **Morgan R. Gorrono** Appointed February 2000 by Mayor Willie L. Brown, Jr.



Commissioner Morgan R. Gorrono is the former owner of The Bar on Castro and has been credited for turning the establishment into an upscale lounge-type meeting place and changing the gay bar scene in San Francisco. He was also the Chief Operations Manager of The Café and was instrumental in creating a diverse customer base and initiating an aggressive diversity-hiring program of bartenders and staff receiving full benefits. His efforts have made The Café the 2nd biggest employer in the Castro area. He sold his interest in the business this year and is currently setting up a new business venture in home restoration and repair.

Commissioner Gorrono is active in numerous community service and non-profit organizations. His fundraising activities have benefited P.A.W.S, The AIDS Emergency Fund, The God Father Service Fund and Breast Cancer Research. His community service activities include: Board Member of Merchants of Upper Market and Castro (M.U.M.C.); Founding member and Vice President of the District 8 Democratic Club; Member of C.O.B., an oversight group working to create a Gay/Lesbian homeless youth shelter; Member of Upper Market Citizens Patrol; Member of Mayor Brown's Lavender Steering Committee; Member of Alice B. Toklas Democratic Club; and is an active Member of the S.P.C.A.

Commissioner Gorrono is deeply interested in public safety and law enforcement and works closely with the Mission Police Station, the Police Department and the Police Commission on community safety and protection and officer safety programs.

Membership continues

■ Adrienne Pon

Appointed September 1993 by Mayor Frank Jordan



Commissioner Adrienne Pon is a senior consultant specializing in nonprofit board development, public affairs/communications, strategic planning and technology. She currently serves as the Executive Director of the Community Technology Policy Council, a nonprofit organization focused on developing inclusive public policies around technology access for underserved communities. Ms. Pon is the former Director of External Affairs for SBC Pacific Telesis where she worked closely with community leaders and advocates on a number of public policy issues. Her more than 25 years in the private sector include managing a statewide local government affairs office and developing/funding projects focused on relevant and innovative uses of technology.

A strong believer in building networks to increase community access to resources, tools, training and decision-making, Ms. Pon is active in numerous civic and community organizations. She is immediate past President of the San Francisco Civil Service Commission and serves as a member of the Asian Law Caucus Board of Directors, Girl Scouts U.S.A. National Nominating Committee, and National Asian Pacific American Legal Consortium advisory council. She is past board chair/director of The Women's Foundation and previously served two consecutive terms as chair/trustee of the Asian Pacific American Women's Leadership Institute and chair of Asian Americans/Pacific Islanders in Philanthropy. She has also served on the boards of Northern California Grantmakers and Leadership California. In 1992, she was a member of the San Francisco Mayor's Advisory Committee for Proposition J- the Children's Amendment.

Born and raised in San Francisco, Ms. Pon holds a bachelor's degree in Health Science and a master's in Public Affairs & Public Relations. She is a former Loaned Executive to the United Way of the Bay Area and a graduate of the Coro Foundation CityFocus and Leadership California public affairs programs. Commissioner Pon has provided stable leadership to the Civil Service Commission, serving two consecutive terms as Commission Vice President in 1994-95 and 1995-96, and an unprecedented four terms as President in 1996-97, 1997-98, 1998-99 and 2000-2001.

Membership_{continues}

■ Linda Richardson

Appointed June 2001 by Mayor Willie L. Brown, Jr.



Commissioner Richardson is a former member of the Commission on the Environment and Planning Commission and served as president of the Southeast Community Facility Commission. She is a tireless advocate on behalf of the Southeast neighborhood community where she worked on issues ranging from environmental justice, health, land use and planning, and community revitalization. She has also led successful efforts on behalf of women and children. Ms. Richardson has advised and collaborated on citywide sustainable economic development.

Commissioner Richardson has held numerous positions in the City and County of San Francisco government; most notably, in the administration of Mayor Willie L. Brown, Jr. on the San Francisco Planning Commission, where she promoted economic growth, approved development of commercial and residential projects, which resulted in the creation of thousands of jobs and new businesses for the San Francisco economy. She also served in the administration of former Mayors Art Agnos and Frank Jordan.

Commissioner Richardson is frequently sought by businesses and corporations for advice on business development and neighborhood revitalization.

Commissioner Richardson has also worked on several community development projects with a variety of agencies to increase health and environmental services to the Southeast neighborhood and to create a clean and safe Hunters Point Naval Shipyard. She serves as a steering committee member to the Southeast Neighborhood Jobs Initiative Coalition; worked on the establishment of the Southeast Career Center, the MUNI Third Street Light Rail Project, the Southern Waterfront Advisory Committee, and led the efforts against building the proposed Applied Energy Services, Inc. power plant in the Bayview-Hunters Point area. She led the negotiations that resulted in the shutting down of the existing Hunters Point power plant and advocated and supports the use of sustainable alternative energy sources. This led to the State Legislature granting \$13 million to the Southeast community for energy and health related projects. She co-founded the Southeast Alliance for Environmental Justice (SAEJ) and the Health and Environment Assessment Task Force; helped secure \$10 million to upgrade the Southeast Sewage Treatment plant; and chaired the Land Use, Planning, and Transportation Project Area Committee. Commissioner Richardson has extensive expertise in telecommunication and electronic data systems. She serves on a 12-member task force appointed by Mayor Brown to advise his

Membership continues

administration, the Public Utilities Commission and the City on the proposed \$4.5 billion capital improvement of the vast San Francisco public utility infrastructure.

Commissioner Richardson is a nationally recognized leader on environmental justice. She has lectured, advocated and appeared before the United States Congress, various government institutions, academic, business, and community organizations. She received recognition from the United States Congress for her lifetime work on health and environmental justice.

Commissioner Richardson received the "Rookie of the Year" award from the Franklin Delano Roosevelt Democratic Club for her work in protecting persons with disabilities, the 2000 Martin Luther King Jr. Distinguished Community Service Award, and the Bank of America Employee of the Month Award for her work on interstate and large-scale technology projects.

She is on the Board of many civic and professional organizations including the League of Women Voters, National Women's Political Caucus (NWPC) and Neighborhood Jobs Initiative Coalition.

101 Years of Civil Service Commissioners

TERM OF SERVICE

COMMISSIONER

MAYOR

01/08/1900-01/07/01	P.H. McCarthy	James D. Phelan
01/08/1900-01/07/02	John R. Quinn	James D. Phelan
01/08/1900-01/07/03	J. Richard Freud	James D. Phelan
01/08/01-01/07/03	P.H. McCarthy	James D. Phelan
01/06/02-01/07/03	Charles A. Murdock	James D. Phelan
01/08/02-01/07/05	Lois J. Ohnimus	James D. Phelan
01/08/02-01/07/05	John W. Rogers	E.E. Schmitz
01/08/03-01/07/04	Charles J. Williams	James D. Phelan
01/08/03-01/07/06	Joseph R.R. Mershore	E.E. Schmitz
05/20/03-01/07/06	George H. Bahrs	E.E. Schmitz
01/08/04-01/07/06	Charles J. Williams	E.E. Schmitz
01/08/05-12/15/05	John W. Rogers	E.E. Schmitz
12/18/05-01/07/08	Edward F. Moran	E.E. Schmitz
01/08/06-01/07/07	Richard Cornelius	E.E. Schmitz
01/08/06-01/07/09	George H. Bahrs	E.E. Schmitz
01/08/07-01/07/10	Richard Cornelius	E.E. Schmitz
01/08/08-01/31/10	Matthew I. Brady	Edward R. Taylor



From left to right: former Commissioner Genevieve Powell; former General Manager, Personnel, Bernard Orsi; former Commissioner Grant Mickens; former Commissioner Bob Costello.

101 Years of Service continues

01/08/09-01/07/12
 01/08/10-01/03/12
 01/31/10-08/26/10
 09/26/10-01/07/11
 01/08/11-01/07/14
 01/06/12-01/07/13
 01/08/12-01/07/15
 01/08/13-01/07/15
 01/08/14-07/01/17
 01/08/15-07/01/15
 01/08/15-01/07/18
 07/01/15-06/30/21
 07/01/17-06/30/23
 07/01/19-06/30/25
 07/01/21-01/04/26
 07/01/23-12/18/23
 01/08/24-06/30/29
 07/01/25-06/30/31
 01/07/26-06/30/27
 07/01/27-01/27/31
 07/01/29-06/30/35
 01/03/31-06/30/31
 01/27/31-06/30/33
 07/01/31-06/30/37
 01/08/32-06/30/37
 07/01/33-06/30/39
 07/01/35-06/30/41
 07/01/37-06/30/43
 07/01/39-01/21/41
 07/01/41-06/30/47
 07/21/41-04/16/44
 07/01/43-06/30/49
 04/17/44-06/30/45
 07/01/45-07/10/47
 07/01/47-06/30/53
 07/10/47-06/30/51

George H. Bahrs
 Frank C. McDonald
 Charles M. Leavy
 Benjamin B. Rosenthal
 Benjamin B. Rosenthal
 Harry E. Michael
 Earle A. Walcott
 Matthew I. Brady
 Benjamin B. Rosenthal
 John J. O'Toole
 Earle A. Walcott
 John J. O'Toole
 George A. Tracey
 Earle A. Walcott
 John J. O'Toole
 George A. Tracey
 John F. Davis
 Earle A. Walcott
 Hugh McKeivitt
 Hugh McKeivitt
 William P. McCabe
 Lewis F. Byington
 Howard M. McKinley
 Lewis F. Byington
 Harry K. Wolff
 Howard M. McKinley
 Milton S. Maxwell
 Harry K. Wolff
 Howard M. McKinley
 Milton S. Maxwell
 John W. Bender
 Harry K. Wolff
 Allan E. Charles
 Allan E. Charles
 Francis P. Walsh
 John M. Kennedy

Edward R. Taylor
 P.H. McCarthy
 P.H. McCarthy
 P.H. McCarthy
 P.H. McCarthy
 P. H. McCarthy
 James Rolph, Jr.
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 Angelo J. Rossi
 Angelo J. Rossi
 Roger D. Lapham
 Roger D. Lapham
 Roger D. Lapham
 Roger D. Lapham

101 Years of Service continues

07/01/49-06/30/55	Charles T. McDonough	Elmer E. Robinson
07/01/51-11/14/53	John M. Kennedy	Elmer E. Robinson
11/16/53-06/30/55	William Lahanier	Elmer E. Robinson
07/01/53-09/30/58	Francis P. Walsh	Elmer E. Robinson
07/01/55-06/30/57	John E. Hogg	Elmer E. Robinson
07/01/55-06/30/60	William Lahanier	Elmer E. Robinson
07/01/57-06/30/63	William Kilpatrick	George Christopher
10/01/58-06/30/59	Hubert J. Soher	George Christopher
07/01/59-10/23/64	Hubert J. Soher	George Christopher
07/06/60-06/30/61	Richard C. Ham	George Christopher
07/01/61-06/30/67	Richard C. Ham	George Christopher
07/01/63-06/30/69	William Kilpatrick	John F. Shelley
10/23/64-06/30/65	Dorothy Von Beroldingen	John F. Shelley
07/01/65-06/01/66	Dorothy Von Beroldingen	John F. Shelley
06/01/66-06/30/71	Yori Wada	John F. Shelley
07/01/67-11/17/71	John Molinari	John F. Shelley
07/01/69-06/12/72	William Kilpatrick	Joseph L. Alioto
11/22/71-06/15/72	Gary P. Vannelli	Joseph L. Alioto
07/01/71-06/30/77	William J. Chow	Joseph L. Alioto
06/13/72-06/30/75	Robert J. Costello	Joseph L. Alioto
06/15/72-06/30/73	Joseph C. Tarantino	Joseph L. Alioto
07/01/73-03/07/79	Joseph C. Tarantino	Joseph L. Alioto
07/01/75-10/25/75	Robert J. Costello	
10/25/75-04/26/79	Frank N. Alioto	Joseph L. Alioto
12/05/75-06/30/81	Darrell J. Salomon	Joseph L. Alioto
12/12/75-06/30/81	Genevieve Powell	Joseph L. Alioto
07/01/77-11/15/77	William J. Chow	
11/15/77-09/26/78	Lillian K. Sing	George R. Moscone
09/26/78-09/10/79	Rolland C. Lowe	George R. Moscone
04/23/79-06/30/79	Carlota Texidor del Portillo	Dianne Feinstein
04/26/79-06/30/81	Allen Haile	Dianne Feinstein
07/01/79-06/30/85	Carlota Texidor del Portillo	Dianne Feinstein
09/11/79-06/30/83	Louis Hop Lee	Dianne Feinstein
07/01/81-02/17/82	Allen Haile	Dianne Feinstein
07/01/81-03/29/84	Darrell J. Salomon	Dianne Feinstein
07/01/81-06/30/87	Genevieve Powell	Dianne Feinstein

101 Years of Service continues

03/01/82-06/30/87	Howard Gloyd	Dianne Feinstein
07/01/83-06/30/89	Louis Hop Lee	Dianne Feinstein
03/30/84-06/30/87	A. Lee Munson	Dianne Feinstein
07/01/85-01/04/91	Carlota Texidor del Portillo (6)	Dianne Feinstein
07/01/87-01/29/88	Timothy L. Porter	Dianne Feinstein
07/01/87-10/04/93	Cleo Donovan	Dianne Feinstein
07/01/87-06/30/93	A. Lee Munson	Dianne Feinstein
10/25/88-10/04/93	Grant S. Mickins, III	Art Agnos
07/01/89-09/11/89	Louis Hop Lee	
11/06/89-09/02/90	Richard J. Tomoda	Art Agnos
02/12/91-10/11/94	Emi R. Uyehara	Art Agnos
02/12/91-06/30/91	Juan Rios	Art Agnos
07/01/91-06/30/97	Juan Rios	Art Agnos
10/04/93-06/30/99	Karen Clopton	Frank Jordan
10/04/93-02/03/00	George Kosturos	Frank Jordan
07/01/93-02/03/00	A. Lee Munson	Frank Jordan
10/08/94-06/30/95	Adrienne G. Pon	Frank Jordan
07/01/95-Present	Adrienne G. Pon	Frank Jordan
07/01/97-Present	Rosabella Safont	Willie L. Brown, Jr.
07/01/99-Present	Morgan R. Gorrone	Willie L. Brown, Jr.
07/01/99-Present	Donald A. Casper	Willie L. Brown, Jr.
07/01/99-9/30/00	Karen Clopton	Willie L. Brown, Jr.
03/09/01-04/10/01	Johnnie Carter, Jr.	Willie L. Brown, Jr.
06/19/01-Present	Linda Richardson	Willie L. Brown, Jr.

101 Years of General Managers and Executive Officers of the Civil Service Commission

<u>NAME</u>	<u>APPOINTED</u>	<u>APPOINTMENT ENDED</u>
Edward F. Moran	January 1, 1900	December 18, 1905
Aarons H. Powers	December 18, 1905	December 31, 1907
James J. Maher	January 13, 1908	December 1, 1938
William L. Henderson	December 1, 1938	June 9, 1943
Kathleen Dolen	June 9, 1943	February 14, 1945
William L. Henderson	February 15, 1945	September 4, 1958
Harry Albert (Acting)	September 11, 1958	November 14, 1958
George Grubb	November 14, 1958	December 14, 1971
Bernard A. Orsi	December 15, 1971	March 1, 1977
James F. Wurm (Acting)	January 9, 1974	June 6, 1974
James F. Wurm (Acting)	August 26, 1974	January 7, 1975
John J. Walsh	March 3, 1977	March 29, 1992
Albert C. Walker (Acting)	March 30, 1992	April 18, 1993
Wendell L. Pryor	April 19, 1993	December 5, 1993
Albert C. Walker *	December 6, 1993	January 1, 1998
Kate Favetti	March 16, 1998	Present

- * Proposition "L" (11/93) Restructured Personnel function and created a Department of Human Resources separate from the Civil Service Commission. Albert C. Walker was granted permanent civil service status as Executive Officer, Civil Service Commission by the terms of Proposition L (Charter Sec. 3. 661). The position became appointive by the Civil Service Commission upon Mr. Walker's vacating.

Milestones that have Shaped the City & County of San Francisco Merit System

1900

Establishment of the Civil Service Commission

- The San Francisco Civil Service System was established under the 1900 Freeholder Charter.
- San Francisco Civil Service Commission was established, simultaneously with the establishment of the merit system for the City and County of San Francisco.
- The Civil Service Commission one of the oldest in the country, pre-dated only by just a few years by Chicago, New York, and a few other Eastern municipalities. San Francisco has the oldest civil service system West of the Mississippi.
- The first members of the Commission were P.H. McCarthy, John E. Quinn, and Richard Freud, who were appointed by Mayor James D. Phelan on December 30, 1899.
- The Commission's first meeting occurred on January 5, 1900; Richard Freud was elected president.
- The first competitive examination was held on January 8, 1900, and as a result, Edward F. Moran was appointed "Chief Examiner and Secretary" of the Commission.
- The offices of the Commission opened to the public at noon, January 8, 1900, and by 5:00 p.m., 621 Laborers applications were received and hundreds of applications for examinations were issued.

1932

Charter Reform

- Enlarged the scope of duties of the Civil Service Commission
- Gave greater powers to the Civil Service Commission to enforce its rulings and included the following important components:
 - Control of the classification plan;
 - Restrictions on exempt appointments;
 - Provisions for practical, free and competitive examinations;
 - Persons appointed subject to a six-month probationary period;
 - Final decision on appeals;
 - Prohibition of political activity;
 - Central control to assure the unhampered operation of the merit system.

Milestones that have Shaped the City & County of San Francisco Merit System

1975 Expansion of Civil Service Commission

The electorate voted to:

- Expand the Civil Service Commission from three (3) members to five (5) members;
- Require not less than one member be a woman;
- Require a special oath upon appointment.

1979 Compliance agreement between the Office of Revenue Sharing and the City & County of San Francisco.

- Created open, competitive process for promotive examination;
- Allowed horizontal and vertical access to the promotive system;
- Permitted an accelerated examination process to address long term temporary employees;
- Expanded recruitment efforts for city jobs to support the citywide equal employment opportunity plan;
- Established an in-house discrimination complaint procedure.

1991 Civil Service Reform and Collective Bargaining

The electorate approved four (4) ballot measures that:

- Removed a number of Charter provisions word for word and added them to the Civil Service Commission Rules to allow for negotiation on changes through a meet and confer process;
- Increased flexibility in classification of positions;
- Established the minimum certification Rule of Three Scores;
- Provided for collective bargaining subject to merit system carve-outs.

Milestones that have Shaped the City & County of San Francisco Merit System

1993

Creation of the Department of Human Resources

Ballot measure approved by the electorate:

- To create the Department of Human Resources effective January 1, 1994;
- Redefined the Civil Service Commission role from an operational personnel department to a policy making/appeals board.

1996

Charter Revision

- The 1932 Charter was revised, recodified and reorganized;
- The role of the Civil Service Commission was clarified to reflect the Civil Service Commission's jurisdiction and the merit system in the new collective bargaining environment;
- Limits were placed in the Charter on exempt appointments and the duration of provisional appointments;
- Required that not less than two (2) members of the Civil Service Commission shall be women.

1999

Creation of Municipal Transportation Agency (MTA) (Proposition E)

- Voters approved the creation of the Municipal Transportation Agency (MTA) in November 1999 election;
- Preserved the role of the Civil Service Commission as to merit system issues in the Municipal Transportation Agency.

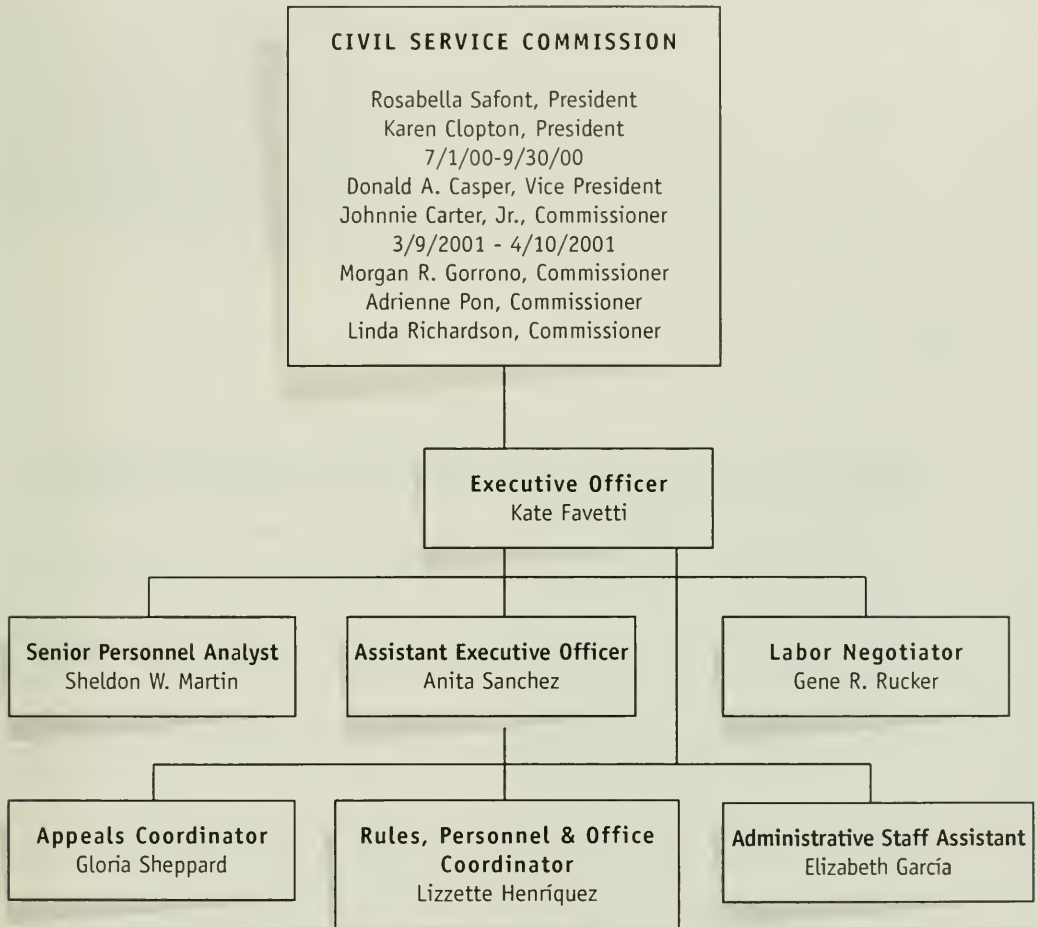
The San Francisco Civil Service Merit System 2001

The Civil Service Commission is charged to oversee, regulate, and serve as final arbiter of the City and County of San Francisco civil service merit system by:

- Promulgating Rules, policies, and procedures to establish the framework for the operation of the City and County personnel system. As such, the Commission approves Rules and procedures governing Equal Employment Opportunity, applications, examinations, eligibility, duration of eligible lists, appointments, promotions, transfers, resignations, and related personnel matters;
- Considering of appeals of administrative actions, including discrimination complaints, and rendering final and binding decisions;
- Investigating and resolving charges of unfair labor practices, and complaints of discrimination, sexual harassment, and otherwise prohibited nepotism and favoritism;
- Instituting legal proceedings, if necessary, to abate violations of the Civil Service merit system provisions of the City and County Charter and Commission regulations;
- Directing the Human Resources Director to take such action as the Commission believes necessary to carry out the civil service merit system provisions of the Charter;
- Directing the Municipal Transportation Agency Director to take such action as the Commission believes necessary to carry out the civil service merit system provisions of the Charter applicable to Service Critical classifications at the Municipal Transportation Agency.

The Civil Service Commission continues to define its role and concentrate on its Charter functions on formulating policy and creating the structure for the personnel system of the City and County.

Organization Chart



Staff

Kate Favetti, Executive Officer
 Elizabeth Garcia, Administrative Staff Assistant
 Lizzette Henríquez, Rules, Personnel & Office Coordinator
 Sheldon W. Martin, Senior Personnel Analyst
 Gene D. Rucker, Labor Negotiator
 Anita Sanchez, Assistant Executive Officer
 Gloria Sheppard, Appeals Coordinator



Staff

Budget

The Fiscal Year 2000-2001 budget appropriation was as follows:

ACCOUNT	ADOPTED BUDGET	TOTAL
Salary & Fringe Benefits		
Permanent	\$485,592	
Temporary	3,000	
Premium	2,000	
Fringe Benefits	113,014	\$603,606
Special and Professional Services		
Professional Services	29,000	
Rents and Leases	47,844	
Services of Other Dept.	67,263	
Materials, Supplies and		
Equipment	13,240	
Training	2,000	159,347
Total Budget Appropriation		\$762,953

Commission Meetings

The Civil Service Commission held a total of 34 meetings during Fiscal Year 2000-2001. Of the 34 meetings, 18 were regular meetings and 16 were special meetings.

The Commission meets to review requests for hearing of employee separations from service, examination appeals, classification appeals, certain compensation appeals, and appeals of the Human Resources Director's decisions on certain administrative matters. The Commission also hears appeals of decisions of the Director of Transportation on merit system matters affecting service critical classes at the Municipal Transportation Agency. The Commission considers at its meetings proposed Civil Service Commission Rule and policy changes, and proposed Charter amendments.

Wage Setting Responsibilities of the Civil Service Commission

The Commission also certifies the rates of pay for Police Officers, Firefighters, Registered Nurses, and the prevailing rate of wages of various Crafts and Kinds of Labor paid in private employment. In addition, the Commission sets the salary and benefits of all elected officials of the City and County of San Francisco within the parameters established by Charter Section A8.409-1.

Civil Service Commission Merit System Policy and Rules Making Authority

The City and County of San Francisco Charter delineates the responsibilities of the Civil Service Commission and outlines the civil service merit system to include (but not limited to):

- the authority, purpose, definitions, administration, and organization of the merit system and the Civil Service Commission;
- the establishment of policies, procedures and Rules governing allegations of discrimination or otherwise prohibited nepotism or favoritism; applications; examinations; eligibility; duration of eligible lists; certification of eligibles; leaves of absence; appointments; promotions; transfers; resignations; lay-offs or reduction in force, both permanent and temporary, due to lack of work or funds, retrenchment or completion of work; the designation and filling of positions, as exempt, temporary, provisional, part-time, seasonal, or permanent; status and status rights; probationary status and the administration of probationary periods except duration; pre-employment and fitness for duty medical examinations, except for the conditions under which referrals for duty will be made, and the imposition of new requirements; classification; conflict of interest; and other matters not in conflict with the Charter;
- the ability to inquire into the operation of the civil service merit system to ensure compliance; and
- the hearing of appeals from an action of the Human Resources Director or the Municipal Transportation Agency Director.

Civil Service Commission Rules

Foremost in the Commission's agenda is to modernize and streamline the Civil Service Commission Rules, to protect the civil service merit system, and to control costs which result from practices which may not be conducive to the efficient operation of a department. The Civil Service Commission recognizes the need to make our workforce more efficient by providing managers with the necessary tools which conform with and anticipate changes in the work environment so as to avoid expending unnecessary personnel time and resources on duplicative or archaic practices.

Civil Service Commission Rules

The Civil Service Commission acted on October 4, 1999 to recodify and reformat the Rules to provide consistent administration, uniformity and easy readability.

Civil Service Commission Rules – 1996 Edition		Civil Service Commission - Year 2000 Edition Rules			
Rule Number and Title		Volume I Miscellaneous Classes	Volume II Uniformed Ranks of the Police Department	Volume III Uniformed Ranks of the Fire Department	Volume IV Municipal Transportation Agency Service-Critical
Rule 1	Authority and Purpose	Rule 101	Rule 201	Rule 301	Rule 401
Rule 2	Definitions	Rule 102	Rule 202	Rule 302	Rule 402
Rule 3	Equal Employment Opportunity	Rule 103	Rule 203	Rule 303	Rule 403
Rule 4	Administration	Rule 104	Rule 204	Rule 304	Rule 404
Rule 5	Meetings and Hearings of the Commission	Rule 105	Rule 205	Rule 305	Rule 405
Rule 6	TWU Trust Fund	Rule 106	Blank	Blank	Rule 406
Rule 7	Rules Related to the Employer-Employee Relations Ordinance	Rule 107	Rule 207	Rule 307	Rule 407
Rule 8	Blank	Blank	Blank	Blank	Blank
Rule 9	Position Classification	Rule 109	Rule 209	Rule 309	Rule 409
Rule 10	Examination Announcements and Applicants	Rule 110	Rule 210	Rule 310	Rule 410
Rule 11	Examinations	Rule 111	Rule 211	Rule 311	Rule 411
Rule 12	Eligible Lists	Rule 112	Rule 212	Rule 312	Rule 412
Rule 13	Certification of Eligibles	Rule 113	Rule 213	Rule 313	Rule 413
Rule 14	Appointments	Rule 114	Rule 214	Rule 314	Rule 414
Rule 15	Rules Related to the Employment of Persons with Disabilities	Rule 115	Rule 215	Rule 315	Rule 415
Rule 16	Medical Examinations	Rule 116	Rule 216	Rule 316	Rule 416
Rule 17	Probationary Period	Rule 117	Rule 217	Rule 317	Rule 417
Rule 18	Conflict of Interest	Rule 118	Rule 218	Rule 318	Rule 418
Rule 19	Resignation	Rule 119	Rule 219	Rule 319	Rule 419
Rule 20	Leaves of Absence	Rule 120	Rule 220	Rule 320	Rule 420
Rule 21	Layoff	Rule 121	Rule 221	Rule 321	Rule 421
Rule 22	Employee Separation Procedures	Rule 122	Rule 222	Rule 322	Rule 422

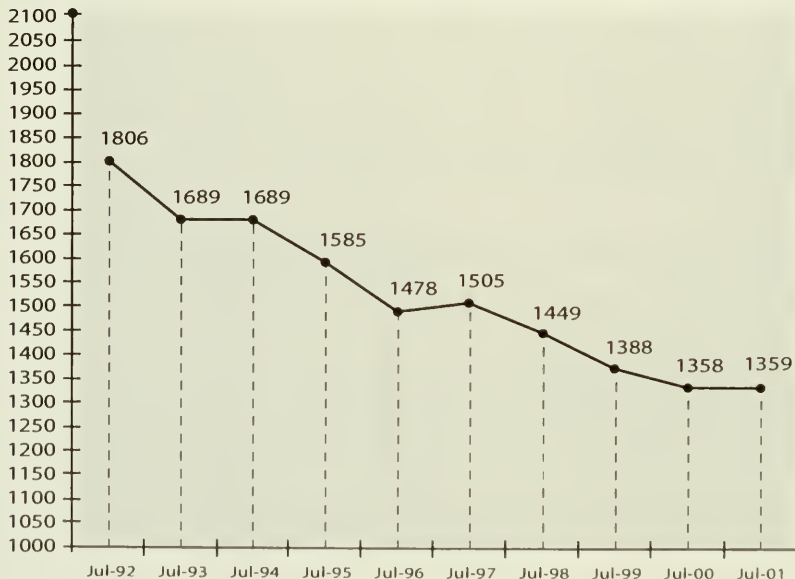
Oversight By Policy and Procedure

An Effective Classification Plan

Class Consolidation Priority

The Civil Service Commission adopted in 1991, a policy directive to reduce the number of City and County classes to 1,000 or fewer by the year 2000. The Commission continues to pursue this goal directing its efforts towards rules, policies, and procedures that facilitate classification transactions conducted by the Department of Human Resources. The City now has approximately 1,358 classes, down 742 from over 2,100 in a 1991 peak (a 35% decrease).

Class Consolidation



Professional/Personal Services Contracts

The Civil Service Commission's review of proposed professional/personal services contracts is consistent with its authority to oversee the merit system. This authority includes, that where there is a merit system, services provided to the public use public employees.

The Civil Service Commission also determines whether the circumstance pertaining to the need to provide services in a particular situation (or situations) warrants the use of a professional/personal services contract or contractors in lieu of civil service employees. Professional/personal services contracts include agreements for services paid by the City and County of San Francisco with individuals, companies, corporations, non-profit organizations, and other public agencies. The Commission's role and responsibilities are in accordance with City Attorney opinions and are consistent with the objectives of Proposition L (11/93) in that it places the Civil Service Commission in a policy making, rather than an administrative role in the selection of individual contractors.

The Commission adopted revised policies and procedures on December 5, 1994, which became effective on January 1, 1995. The revised procedures streamlined and expedited the processing of professional/personal services contracts by eliminating a significant amount of bureaucratic red tape. This was accomplished without loss of the monitoring and auditing of the contracting procedure placed by the Charter in the Commission's jurisdiction. The procedures are periodically reviewed and revised by the Civil Service Commission.

Important points in the procedures include:

- An appeal procedure to insure merit system oversight;

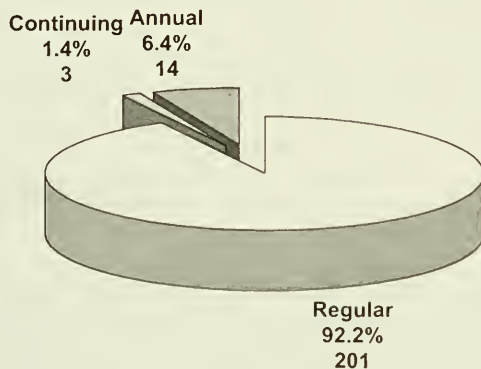
- A streamlined Civil Service Commission approval process for professional/personal services contracts; the Civil Service Commission reviews proposed professional/personal services contracts greater than \$50,000;

- A Professional/Personal Services Contract approval option that is consistent with the City and County's budgetary process by providing departments with the ability to include contracted services as part of the departmental budget submitted to the Mayor's Office.

Professional/Personal Services Contracts

The following chart is a breakdown of the approval types for professional/personal services contracts.

**Types of Professional/Personal Services Contracts
FY 2000-2001**



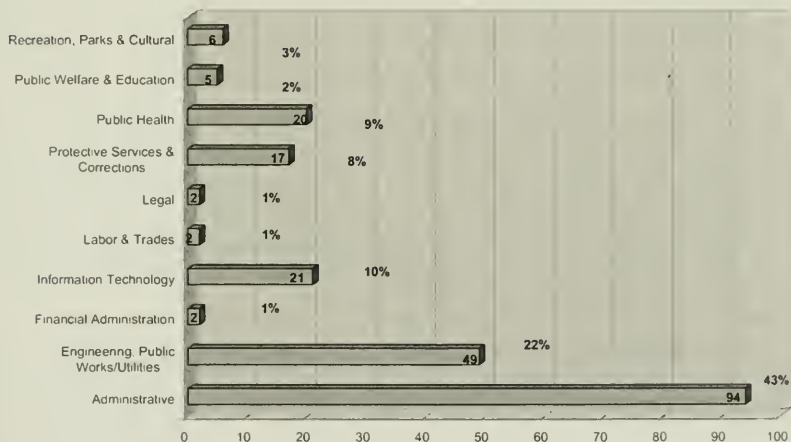
100% = 218 Contracts Requiring Civil Service Commission Approval

Representatives from the Controller's Office, Office of Contract Administration, Human Rights Commission, the City Attorney's Office, Department of Public Health, Department of Aging and Adult Services and the Civil Service Commission conduct ongoing workshops available through the Department of Human Resources to train managers, supervisors, and contract administrators on Professional/Personal Services Contracts procedures.

Professional/Personal Services Contracts

Below is a breakdown of the type of service provided for professional/personal services contracts:

**Types of Services Provided for Personal Services Contracts
FY 2000-2001**



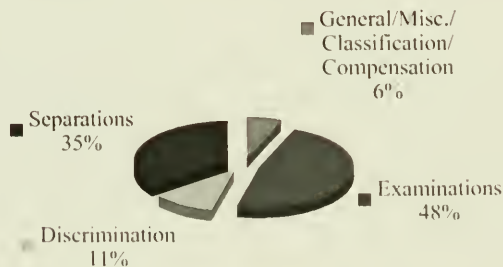
Oversight through Hearings and Appeals

The Charter provides that a major function of the Commission is to consider appeals on merit system and other matters under the jurisdiction of the Civil Service Commission. Consideration of appeals provides a mechanism for the Commission to monitor the status of the merit system.

The Commission also considers requests for hearing and appeals on future employment with the City & County following employee separations from service: provisional; exempt; probationary; automatic resignations due to abandonment of position; terminations of temporary employees appointed from civil service lists; resignations certified as services unsatisfactory; and dismissals of permanent employees.

The Commission had 182 active appeals on file at the end of the fiscal year: a total of 132 appeals and requests for hearings were received in the Commission office during Fiscal Year 2000-2001; 50 active appeals remained from the previous fiscal year to be resolved. The Commission reviewed 65 appeals and 40 requests for hearing for a total of 105 items. The Commission resolved 57 items. Many appeals were successfully resolved administratively and did not require a Civil Service Commission hearing, or, are still pending.

Summary of Appeals and Requests for Hearings Fiscal Year 2000-2001



Employee Relations Ordinance

The Employee Relations Ordinance (ERO) was adopted October 9, 1973 to carry out the provisions of the Meyers-Milius-Brown Act, the State's Labor Relations Act for local government employees. This Ordinance is maintained by the Civil Service Commission and is part of the Administrative Code that authorizes the Commission to perform functions required for ERO administration.

The Commission is both neutral and impartial in its role of providing a reasonable foundation to resolve labor relation disputes. The ERO promotes communication between the City and its employees and their representative employee organizations. Civil Service Commission Rule 07 Series - Rules Related to the Employee Relations Ordinance, was adopted to provide specific administrative procedures to carry out these functions which were assumed by the Commission in August 1976.

The various functions assigned to the Civil Service Commission by the City and County of San Francisco's Employee Relations Ordinance include, but are not limited to:

Unfair Labor Practice Charges

The Employee Relations Ordinance provides for the investigation and resolution of Unfair Labor Practice Charges. An employee or group of employees, an employee organization or management may file charges on the prescribed form (CSC 101) within the specified timeframe. Staff investigates the charge with the purpose of determining if the allegations constitute a "prima facie" case. If a "prima facie" case is not found, staff dismisses the charge. If there appears to be a "prima facie" case, staff attempts to mediate the dispute between the parties. If the parties do not agree to mediation or attempts are not successful, the charge is referred to an Administrative Law Judge for hearing and final determination.

Bargaining Unit Assignments

The Employee Relations Ordinance provides that the Department of Human Resources is responsible for assigning or reassigning classes to bargaining units. The Employee Relations Ordinance permits affected employees or registered employee organizations to file complaints over the allocation of classes to bargaining units. Complaints are filed on the required form (CSC 102) and must be received by the Civil Service Commission no later than twenty (20) calendar days from the date of the original notice from the Department of Human Resources. Staff reviews the complaint to

Employee Relations Ordinance

continues

determine if it is timely and contains sufficient information to proceed. The Employee Relations Division Director is informed, and requested to prepare a response to the complaint. If the complaint is not resolved, it is referred to an Administrative Law Judge for hearing.

Management, Supervisory, Confidential Designations

The Employee Relations Division of the Department of Human Resources is responsible for placing Management, Supervisory, or Confidential designations to specific positions after consulting with department heads because of the nature of their functional role within a department. Designation assignments may be protested by filing a complaint by using the prescribed form (CSC 103) with the Civil Service Commission. Staff reviews the complaint, and attempts to mediate the dispute. If mediation is not possible, staff arranges for the issue to be submitted before an Administrative Law Judge for hearing and final determination.

Recognition Elections: Employee Organization Certification or Decertification

Recognition

A registered employee organization may petition to become the recognized representative for a Bargaining Unit composed of classes with similar duties and responsibilities for employees not represented.

Challenge petition

An employee organization submits a valid petition, which affords the employee organization an opportunity to be added to the ballot.

Decertification/Recognition

Concurrent election to unrepresent and elect a new employee organization on the same petition;

Formal recognition of an employee organization entitles it to rights and responsibilities as specified in the ERO. Validity requires a 30% show of interest from all employees in the affected bargaining unit. Upon receipt of a valid petition requesting recognition and completion of the procedural requirements, staff conducts a secret ballot election. The majority of the valid ballots cast determine the results of the election. If a majority vote can not be determined, a run-off election is held.

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continues

Elections



CSC receives valid recognition petition from a registered union showing 30% interest.



CSC notifies all other registered employee organizations of the 30-day requirement to challenge the valid petition. (Must wait at least 30 days before conducting the election.)



CSC conducts a conference with election agent and parties involved in the election.



CSC sends election plan and election agreement form to confirm agreement of all parties.



CSC determines and resolves all the logistical issues.



CSC posts election notice 5 business days before election.



Public inspection of Voter Eligibility List.



Hold Secret Ballot Election.



After the 7 day protest period, CSC certifies election — provided no protests were received.

Employee Relations Ordinance

continues

Affiliation, Disaffiliation or Merger of Labor Organizations

The Civil Service Commission certifies employee organizations when they affiliate, disaffiliate, or merge with other employee organizations. An affiliation is the formal joining or association of an employee organization with another organization. The employee organization remains a legal entity, but its name may change. A disaffiliation is when two employee organizations agree to no longer affiliate. A merger occurs when two (2) or more employee organizations become a single new legal entity. The absorbed union(s) loses recognition for all it's recognized bargaining units as recognition is transferred to the newly merged organization.

In Appreciation

In the course of carrying out our duties, the members and staff of the Civil Service Commission interact with a wide range of people both in and outside of City government. The Commission works closely with the Mayor and other elected officials, employee organizations, departmental management and staff, and community leaders and groups. These people contribute a great deal of effort and support to the Commission and we would like to acknowledge them.

The Honorable Willie L. Brown, Jr., Mayor
The Honorable Tom Ammiano, President, Board of Supervisors
The Honorable Kim Burton, Public Defender
The Honorable Chris Daly, Board of Supervisors
The Honorable Matt Gonzalez, Board of Supervisors
The Honorable Tony Hall, Board of Supervisors
The Honorable Terrence Hallinan, District Attorney
The Honorable Mike Hennessey, Sheriff
The Honorable Susan Leal, Treasurer
The Honorable Mark Leno, Board of Supervisors
The Honorable Sophie Maxwell, Board of Supervisors
The Honorable Jake McGoldrick, Board of Supervisors
The Honorable Gavin Newsom, Board of Supervisors
The Honorable Aaron Peskin, Board of Supervisors
The Honorable Louise Renne, City Attorney
The Honorable Gerardo Sandoval, Board of Supervisors
The Honorable Doris Ward, Assessor
The Honorable Leland Y. Yee, Board of Supervisors
Cathy Abela, Department of Building Inspection
Arlene Ackerman, San Francisco Unified School District
Nancy Alfaro, County Clerk
Frank Anderson, Human Rights Commission
Deputy Chief Joe Asaro, Fire Department
Rod Auyang, Department of Public Health
Marsha Bell, Law Library
Kevin Barry, Local 39
Judith Blackwell, Office of Contract Compliance
Dolores Blanding, Airport Commission
Janet Bosnich, Department of Human Resources
Thera Bradshaw, Emergency Communications Department
Michael Brown, Department of Public Health
Thornton C. Bunch, Airport Commission
Michael Burns, Municipal Transportation Agency

In Appreciation continues

Dale Butler, Local 790
Denise Cannonier, Airport Commission
Alan Carlson, Superior Court
Michael Casey, Municipal Transportation Agency
Gilda Cassanego, Department of Human Resources
Silvia Castellanos, Department of Human Resources
Rafael Centeno, Airport Commission
Armando Cervantes, Adult Probation
Frank Chiu, Department of Building Inspection
Vicki A. Clayton, Office of the City Attorney
John Cooper, Office of the City Attorney
Ann Courtright, Art Commission
Chris Cunnie, San Francisco Police Officers' Association
Dr. Phillip Day, Jr., San Francisco Community College District
Buck Delventhal, Office of the City Attorney
Chief Maryann De Souza, Office of the Sheriff
Gregory Diaz, Assessor-Recorder
Mary Dunlap, Office of Citizens Complaints
Gloria Escobar, San Francisco Unified School District
Sandra Favale, Department of Human Resources
Bill Fazande, Local 38
Robert Feldman, Board of Appeals
Eugene Freeman, Department of Human Services
David Frieders, Department of Agriculture, Weights and Measures
Carl Friedman, Animal Care and Control
Janice Fukuda, Airport Commission
Diana Garcia, Department of Human Resources
Luis Garcia, Department of Human Resources
Edward Gazzano, Department of Public Health
Kin Gee, Recreation and Park Department
David German, Mail & Reproduction Services
Lori Giorgi, Office of the City Attorney
Elizabeth Goldstein, Recreation and Park Department
Julie Gonzalez, Police Department
Andrea Gourdine, Department of Human Resources
Gerald Green, Planning Department
Joe Grubb, Rent Arbitration Board
Fred Hamdun, Department of Parking and Traffic
John Hanley, Fire Fighters Local 798
Virginia Harmon, Human Rights Commission

In Appreciation continues

Ed Harrington, Controller
Vincent A. Harrington, Jr., Attorney, S.F. Police Officers' Association
Tom Harrison, Local 261
Tammy Haygood, Department of Elections
Mercedes Hernandez, Juvenile Probation
Ricardo Hernandez, Public Administrator/Public Guardian
Alice Herndon, Department of Emergency Services
Candace Heurlin, Municipal Transportation Agency formerly at DHR
Jonathan Holtzman, Office of the Mayor
Terence Howzell, Office of the City Attorney
James Horan, Department of Public Works
Yvonne Hudson, Health Service System
Kevin Hughes, Local 6
James Ilnicki, Airport Commission
Caryl Ito, Airport Commission
Janice Ito, Department of Public Health
Eric Jue, Department of Human Resources
Dr. Mitch Katz, Department of Public Health
Gail Kuwamoto, Department of Telecommunications and Information Services
Steve Lara, War Memorial
Chief Fred Lau, Police Department
Valerie LeBeaux, Department of Parking and Traffic
Ed Lee, Department of Public Works
Linda Lee, Department of Human Resources
Theresa Lee, Airport Commission
William Lee, Administrative Services
Ann Lehman, Department on the Status of Women
Galen Leung, Department of Public Health
Pamela Levin, Office of the Controller
Ed Lieberman, Local 3
Liza Lowery, Department of Telecommunications and Information Services
Joan Lubamersky, Administrative Services
Allan Lucas, Department of Real Estate
Michael Lum, Municipal Transportation Agency
Kathy Mallegni, Port
Linda Marini, San Francisco Unified School District formerly at DHR
Donna Marion, Public Library
John Marquez, Department of Building Inspection
John Martin, Airport Commission
Michele Modena, San Francisco Unified School District formerly at DHR

In Appreciation continues

Jack Moerschbaecher, Convention Facilities
Josie Mooney, Service Employees International Union
Manuel Moreno, San Francisco Community College District
Clare Murphy, Retirement Board
Elizabeth Murray, War Memorial & Performing Arts Center
Kathy Murray, Department of Parking and Traffic
Rosario Navarrette, Department on the Status of Women
Richard Newirth, Arts Commission
Hoang Nguyen, Department of Human Resources
David Novogrodsky, Local 21
Vernon Nulph, Department of Human Resources
Leonardo Ortega, Department of Human Resources
Pat Pon, Department of Human Resources
LaWanna Preston, Service Employees International Union, Local 790
Vicki Rambo, Municipal Transportation Agency
Gerald Redmond, Department of Human Resources
Janet Richardson, Office of the City Attorney
Janet Rogers, Department of Human Resources
Marc Rosaaen, Department of Telecommunication & Information Services
Harvey Rose, Budget Analyst
Larry Ross, Commission on Aging
Linda Ross, Office of the City Attorney
Geoffrey Rothman, Department of Human Resources
Carol Sam, Department of Public Health
Emily Sano, Asian Art Museum
Mabel Sha, Municipal Transportation Agency
Binnie Singh, Fire Department
Tanya Smith, Public Utilities Commission
Clara Starr, San Francisco Community College District
Dr. Boyd Stephens, Medical Examiners Office
Peter Stokes, Department of Human Resources
Molly Stump, Office of the City Attorney
Captain Sandra Tong, San Francisco Police Department
Bruce Topp, Department of Human Services
Cat Valdez, Office of the City Attorney
Faith Van Putten, Municipal Transportation Agency
Ginny Vida, Ethics Commission
Alice Villagomez, Department of Human Resources
Inspector Kelly Waterfield, Police Department
Deputy Chief Bill Welch, Police Department

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Jesse Williams, Juvenile Probation
Larry Williams, Municipal Transportation Agency
Bill Wong, Local 22
Doug Wong, Port
Ray Wong, Department of Human Resources
Nancy Woo, Administrative Services
Dorothy Yee, Department of Human Resources
Benson Young, Department of Human Resources
Gloria Young, Board of Supervisors
Linda Zane, Purchasing/Reproduction

And to those many others whom we have not listed, Thank you!

